

**Hamden, CT
Three-Year
Comprehensive Economic
Development
Plan**



**Department of Economic and
Neighborhood Development**

January 1, 2019-December 31, 2021

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Chapter I: Introduction

For 20 years the Town of Hamden has offered programs and services that attract new commercial development and to encourages the expansion of existing local businesses. The Town is also committed to maintaining the quality of life in its many neighborhoods as a way of encouraging investments into the commercial tax base.

In 1998, the Town Legislative Council first approved a two-year economic development plan which established several programs to assist all types of businesses located anywhere in Town. The plan included neighborhood revitalization and redevelopment initiatives that would support and enhance the desirability of the various areas of Hamden available for business development. The Town's economic development program is now 20 years old.

To ensure that the Town's economic and neighborhood development agenda continues the Economic Development Commission and its Director have developed a new comprehensive three-year economic development plan. This plan incorporates initiatives that will continue to stimulate Hamden's economic growth to ensure that the Town maintains its competitive edge in the region. This plan is one of several other plans generated in The Town of Hamden. The Community Development Block Grant (CDBG) program is required to produce an annual and a five year plans. The Planning and Zoning Commission (by statute) is required to produce the Plan of Conservation and Development. These plans are coordinated by Hamden Town government to create a better community.

Over the next three years, the Town will continue to focus on business retention and expansion as its primary objective. It will do so by offering products and services to its local business clusters and to developers who make quality investments. Creating jobs, increasing the tax base, offering an effective workforce strategy, developing plans for high speed broadband, energy programs and establishing quality destinations for tourism and unique anchors are major elements of the Town's plan. The Plan goals will be coordinated with the Town's Plan of Conservation and Development and help guide the Town's zoning regulations in a positive direction for growth.

Neighborhoods must have a strong infrastructure that is adequate to support existing and new businesses in the retail, service, manufacturing, and technology industries. The focus on addressing blight, infrastructure, and brownfields provides the tools needed to increase the Town's commercial tax base.

The Town must also upgrade its marketing plan in digital and social media format. Many great programs and services are offered to both businesses and residents. We look forward to the continued promotion of them.

Most importantly the Town will focus on more transformational economic and neighborhood development goals that will establish equity and opportunities for all of its citizens. This plan should not only focus on the economic growth of businesses but also for each household in Hamden. What will the Town be like in five?, ten?, or twenty years? How do we help the students currently in the school system become the leaders of Hamden ten or twenty years from now? As part of this transformational approach, the Town will focus on Workforce Attraction and Workforce Readiness. Workforce (Development) Readiness is often identified as the most pressing issues for businesses and residents. Through collaborations with the Board of Education, local institutions, the business community and with important trade organizations such as the New Haven Manufacturers Association, local residents and their children will gain higher levels of employment and careers opportunities. Workforce Attraction is the Towns approach to attracting young professional people to Hamden to patronize its businesses, buy homes and raise families.

1. Overview of Town and Regional Economic Factors

To better prepare an economic development strategy for the Town, we must have a basic understanding of current market conditions, including changes in demographic factors, which affect the economy. The following data came from state and federal sources as well as trade organizations and specific industry reports.

Population Growth and Income

There was limited population growth (1%) from 2010-2016 that followed 5.9% increases between 2000-2010 and a 8.6% between 1990 and 2000. The total population in Hamden is 61,523 and is expected to grow to 62,545 or an increase of 2% by 2020. The projected 2020 total does not take into account two major residential developments (on Mather Street) that will likely result in 1,000 new residents. (Sources: U.S. Census, American Community Surveys, CERC, “Approved Project” files)

Age Distribution (2011-2015)													
	0-4		5-14		15-24		25-44		45-64		65+		Total
Town	3,199	5%	5,573	9%	12,695	21%	14,402	23%	16,666	27%	8,988	15%	61,523
Region	46,057	5%	103,421	12%	121,658	14%	218,390	25%	241,236	28%	131,462	15%	862,224
State	191,445	5%	446,058	12%	492,864	14%	885,518	25%	1,035,059	29%	542,278	15%	3,593,222

Income in Hamden is at parity with the region and state. Hamden’s median household income was \$71,665 in 2016, which is higher than the region (\$61,640) and is on par with the State (\$70,331). Higher earners in the Town, at 32.6% above \$100,000 account for 17.7% of all households, which again is higher than the region’s 16.7% but somewhat below the State’s share of 20.8%. At the other end of the spectrum, an estimated 15.3% of all Hamden households earn below \$20,000 as compared to 20.9% in the region and 18% in the State. Finally, Hamden’s overall poverty rate (8.2%) is below that of the region overall (12.4%), but higher than many other communities in the region.

This growth of population and level of income indicates that there are more people that can financially support a growing economy through the consumption of good and services. The Town of Hamden can also provide an available and well-trained workforce to business owners.

The age of Hamden’s population breaks down very similar to potentially the state region with the important exception of ages 5-14 continuing the decline of school aged population.

Data Source: 2010 U.S. Census, Town of Hamden, Connecticut Department of Transportation, Plan of Conservation and Development, HUD, Connecticut Economic Resource Center (CERC) 2017

Grand List Growth

We compared the growth of the grand list over the last five years from 2013-2017. Assessments of residential properties declined by 10% while the overall value of commercial property increased by 24%. Although the value of apartments declined by 25%, this did not include nearly 600 apartments currently under construction on Mather Street, which will add over \$50 Million in new assessed value. Overall, real property declined by 5% because in the value of residential value. All personal property including cars, equipment increased by 32%.

*Note: these numbers also reflect a revaluation year in 2015.

Poverty in Hamden

Poverty has grown significantly over the last several years in several Hamden neighborhoods.

Additionally income disparity has gotten considerably higher during the same period.

Poverty (2016) is highest (15.5%) in Census Tract 1655 or Highwood while the income disparity (difference between the highest and lowest median family income by area of Town) between poorest and wealthiest part of Hamden nearly doubled from \$41,945 to \$77,704 in 2016. In fact, poverty, in Highwood has gone up by 74% since 1999. The Town-wide poverty level is 8.2% (Estimated by the US Census at \$23,000 annually for a family of 5).

Labor Force and Unemployment Trend

Unemployment rates in the Town of Hamden have consistently trended at or below that of the State of Connecticut and the New Haven region, suggesting relative job stability of its labor force. As of September 2018, Hamden posted a 3.7% unemployment rate as compared to the State of Connecticut's jobless rate of 3.8%. In the New Haven region, the overall rate was 3.9% for the same period. The closest large city (New Haven) had an unemployment rate of 4.9%.

Looking at trending over the last five years, Hamden has consistently been roughly .5% lower than the region.

Unemployment Rate in %	2012	2013	2014	2015	2016	2017
Hamden	7.8	7.2	6.1	5.3	4.7	4.3
New Haven County	9.1	8.5	7.2	6.2	5.5	5.0
Connecticut	8.3	7.8	6.6	5.7	5.1	4.7

Between 2000 and 2015 the number of available jobs did not increase much. Over the same period, there was an estimated 4.5% reduction in jobs State wide. There was overall loss of jobs in Hamden between the years of 2008-2012 when the Northeast was still in a major recession. However, with the eventual return of a positive economic climate, Hamden (like the State overall) has experienced an increase in the size of its labor force. This suggests a need to focus attention on Workforce Development Issues such as job readiness, training, recruitment, transportation, and daycare to fill the coming job opportunities: .Data Sources: Connecticut Department of Labor, U.S. Census

Employment Trends (Long-Term)

Hamden's employment base is more oriented to service-producing jobs relative to the region and the State. Over 85% of the Hamden's job base is service-related (including retail, health care, etc.) as compared to 80.6% for the region and 79.4% for the State. The major difference is noted in the percentage of retail jobs in Hamden calculated at 22% of total service jobs, while the region and the State indicate a 16% share. The types of jobs available are directly related to the large number of small businesses, more than 73% of which have less than 10 employees, and 85% of which have less than 20 employees.

Health Care is clearly the fastest growing job sector in Hamden.

- Between 2012-2120, anticipated health care employment growth is projected to increase by 20%.
- Five out of every ten jobs where post high school education is required, will be health care related.
- Health care and related industries account for the 2nd highest total payroll numbers in the region.
- Six out of the 17 largest employers in Hamden are health care providers.

Data Source: Connecticut Labor Department

Hamden Jobs by Sector

According to the Connecticut Department of Labor, Hamden's highest levels of employment were achieved in 1990 when it registered 20,730 jobs. In 2016 it has decreased slightly to 19,994, even considering the economic recession that crippled the Northeast.

The following table demonstrates the employment breakdown by job sector:

**BREAKDOWN
BY JOB SECTOR-HAMDEN 2016**

Industry	Total # Businesses	Total Jobs	Total Annual Wages	Annual Average Wage
Total-All Industries	1,614	19,994	\$962,098,387	\$48,119.36
Agric., Forestry, Fishing & Hunting	5	19	\$562,734	\$29,232.94
Construction	109	630	\$38,631,317	\$61,360.13
Manufacturing	71	1,186	\$66,217,141	\$55,832.33
Wholesale Trade	105	428	\$28,973,332	\$67,628.86
Retail Trade	184	2,540	\$67,913,547	\$26,737.62
Transportation and Warehousing	17	413	\$18,619,087	\$45,037.10
Information	20	103	\$7,266,158	\$70,545.22
Finance & Insurance	87	573	\$54,311,850	\$94,729.97
Real Estate and Rental & Leasing	51	339	\$14,855,566	\$43,767.93
Professional, Scientific & Technical	169	309	\$67,066,382	\$73,773.63
Management of Companies and Enterprises	7	94	\$7,420,172	\$79,148.50
Admin & Support of Waste Mgt. & Remediation	94	971	\$35,121,690	\$36,155.12
Educational Services	37	2,733	\$171,299,722	\$62,684.01
Health Care & Social Assistance	206	3,931	\$188,357,015	\$47,916.82
Arts, Entertainment & Recreation	29	429	\$8,409,927	\$19,592.14
Accommodation & Food Service	121	1,762	\$32,823,397	\$18,625.85
Other Services	260	886	\$26,910,1990	\$30,386.97
Unclassified establishment	9	4	\$210,047	\$56,012.53
Total Government	33	2,043	\$127,129,113	\$62,231.76
Federal Government	5	110	\$7,590,514	\$68,744.28
State Government	10	265	\$16,193,258	\$61,125.86
Local Government	18	1,668	\$103,345,341	\$61,976.22

Data Source: Connecticut Labor Department

Hamden Retail Market

Retail sales in 2013 were \$708 million, up from \$629 million in 2002 according to the Connecticut Department of Revenue Services. The largest concentration of this retail is located along Hamden's "Magic Mile" in five major retail strips from the Merritt Parkway to Skiff Street. Hamden's neighborhoods will continue to support the usual mix of pedestrian/convenience-scale retail and services.

Hamden's retail market is strong despite national and regional trends. The trend across the USA is a changing roster of shopping center tenants. On-line shopping and especially because of Amazon continue to take market share from store retail. It is estimated that by 2022, over 20% of all malls in the US will close. This change has caused a change in thinking in terms of tenant mix. Increasingly asset managers are leasing to what were considered in the past as non-traditional tenants such as health care, entertainments and educational uses.

Increasingly shopping center owners are using a "Gap Analysis" to analyze the market share of goods and services as compared with spending power. This analysis measures the amount of a particular good (i.e. grocery) in terms of a ratio of dollars vs. availability within a distance or drive time. See Exhibit 4 for Sample Gap Analysis.

Hamden has 5 major shopping centers. Space in each has continued to backfill with tenants. Aldi moved into the majority of the former Toys R Us space, which was vacant for many years. Burlington Store took the majority of the former Bon Ton space but left around 25% of that space. Sketchers has opened an outlet shoe store in the former space partially occupied by Marshalls. Even at the former Acme Mall or Stop and Shop plaza as it is known, a (tax paying) technical school, Porter and Chester will occupy the majority of the former stop and shop space. A new private health care business and pharmacy will build a new health clinic and pharmacy at this center.

Hamden Occupancy/Vacancy in its Major Centers: (As of April 2018)

The overall occupancy/vacancy rate (as of 11/1/18) in its 5 major centers is low as compared with the overall market place in the region.

Overall Occupancy Rate:	94%**
Hamden Plaza:	86%
Hamden Mart	94%
Marketplace (Staples etc.)	99%
Brixmoor (Home Depot)	100%
Putnam Place	100% (includes projects under construction and CVS)

** Note this data does not count smaller centers and spaces such as the former Bally's gym.

Data Sources: Connecticut Department of Revenue Services
Real Estate Market Information

General Office and Industrial Markets 2018

Generally Hamden currently has an overall low commercial vacancy rate. This can be tracked in real time via subscription services such as CoStar. What follows this section are more detailed breakdowns for office and industrial.

As of the writing of this plan, there were pockets of higher vacancy, in particular on the east side of State Street. On 10/15/18 there was a 17.25% vacancy rate but one month later that vacancy rate will evaporate because one of the larger buildings on the market (creating high vacancy) is under contract.

Overall, Hamden's commercial vacancy rate (as of 9/18) by census tract neighborhood ranges between 2%-8%, still very low compared to the region. See chart in exhibits for complete breakdown by census tract.

Office Market

Due to gains in the service, communication, and technological sectors of the region, the office market vacancy rate in New Haven County has not dropped in the past several years from over 21% in the mid-1990s to 20.7% in 2017. In contrast, the New Haven Central Business District reported an office vacancy rate of 20.6% while in the Hamden Marketplace reported a 13.3% vacancy.

Based on year ending numbers for the New Haven area, Hamden's combined vacancy rate for office space and commercial properties is approximately (average of two sources 12.4%), well below the entire region, which is 20.6%. This compares to communities (at higher vacancy rates) where we compete for business such as East Haven 32.5%) Branford (9.2%), Wallingford 26.6% and Meriden (22%).

Sources of Data: Cushman and Wakefield, Fusco Company and CB Richard Ellis Real Estate companies

Hamden Industrial and Manufacturing Market

Although, lacking the industrial and manufacturing base of New Haven and Meriden, Hamden's industrial and manufacturing market is relatively stable. This is despite not having direct access to the major transportation corridors enjoyed by other Towns in the region (due to restricted truck use along Route 15). Historically the Town has benefited from the industrial spillover from New Haven-based firms looking to expand and grow their operations.

The industrial and manufacturing market in Hamden is concentrated within three areas of the Town: southern Dixwell Avenue or "Highwood" (principally Hamden Business Park), Sherman Avenue, and the State Street corridor. The Hamden Business Park, located off Dixwell Avenue, is a Town-developed park encompassing over 30 companies on roughly 21 acres.

Hamden Business Park: located on the site of a former airport used in the 1930's, the last remaining parcel in the Hamden Business Park sold in 1999, with an expansion of three (3) lots in 2008 which has resulted in the relocation of Specialty Wire & Cord Sets and the \$4.5 million development of a Self-Storage Facility. This area is designated as an "Enterprise Zone". Sherman Avenue industrial area stretches two miles from Shepard Avenue to Whitney Avenue. Largely developed, the Sherman Avenue industrial area has a small vacant land inventory because of the many recent overall industrial property sales, including new construction projects.

The ***State Street Corridor*** and the adjoining Welton Street area represents the oldest industrial area in Hamden. Many of the manufacturing and distribution businesses have operated their locations for over 25 years. A large mix of older and recently arrived manufacturing firms primarily associated with assemblage operations are also found along the State Street corridor. Reportedly, these firms tout proximity to markets and access to I-91 as a major advantage of the region. Virtually all properties on State and Welton Streets have been or are being developed.

Sherman Avenue Industrial Park: Up until the 1970's Sherman Avenue was a primarily residential road with a few businesses. Based on its desirable size, location and proximity to I91 (via route 40 connector) development of a road and utility system began in the 1980s and continues to this day. There are hundreds of businesses located in the Sherman Avenue areas, including some of Hamden's most successful manufacturing and technology companies.

Industrial Lease Trends

Lease rates associated with industrial products in the Hamden area are slightly below rates achieved in suburban areas to the north because vacancies are more apt to be in older style buildings that are often located in economically impacted and congested areas. Recent lease transactions range in rents from \$15.00 gross in older buildings to \$7.50 triple net per square foot in newer projects.

Hamden has among the lowest industrial vacancy rates in the New Haven catchment area, particularly as compared to similar suburban communities and those with a similar number of buildings for lease. Based on year ending numbers for the New Haven area, Hamden's vacancy rate for industrial type commercial properties is 4.4%, well below the entire region, which is 10.7%. This compares to communities (at higher vacancy rates) where we compete for business such as Branford (14.4%), North Haven (13.3%), Wallingford 10.1% and Meriden (20.3%).

Sources of Data: Town Transaction Information
 Real Estate Analysis: CB Richard Ellis (4th Quarter 2017)

Healthcare Marketplace

NUMBER OF JOBS IN REGION

Healthcare (and Social Assistance) continues to be the fastest growing employment sector in New Haven County. According to South Central CT Workforce Alliance, Health and Social Assistance is the top 5 growing industry sectors between 2012-2022. In 2012, 67,480 jobs were reported and 2022 expects to see a 20% increase to 81,034 jobs.

In 2015, data shows that the Healthcare sector in New Haven County had 72,253 jobs broken down approximately as follows:

SPECIALIZATION	NUMBER OF JOBS
Ambulatory Health Care	22,357
Hospitals	17,453
Nursing/Residential Care	16,606
Social Assistance	12,763

The South Central CT Workforce Alliance categorizes Health and Personal Care as a priority sector and states, “Health care reform, an aging population and other demographic and workforce shifts will continue to fuel growth in health and personal care jobs, many of which offer career pathways to higher-wage jobs.”

HEALTH CARE WAGES

In 2017, Hamden had 4,140 healthcare jobs (an increase of 22% from 3,391 in 2016). Total wages from this industry sector was over \$188 Million.

In 2015, the total annual wages in the Health and Social Assistance industry totaled over three billion dollars in New Haven County at \$3,448,678,503. The average annual wage in Healthcare and Social Assistance is \$49,209 which equates to \$16.37 hourly. (QCEW Data)

SPECIALIZATION	ANNUAL SALARY
Ambulatory Health Care	\$61,213
Hospitals	\$66,317
Nursing/Residential Care	\$35,996
Social Assistance	\$25,460

The most common positions in Healthcare and Social Services are RN (13.9%) followed by Home Health Aides (9.6%). Average hourly wage for a Home Health Aide is \$12.48. (Bureau of Labor Statistics)

Healthcare Jobs in New Haven County Within Government Sector

	FEDERAL (e.g. VA Hospital)	STATE (e.g. UCONN Medical)
Number of Jobs	2,752	3,220
Average Annual Wage	\$88,267	\$71,192

Manufacturing Marketplace

- Total Manufacturing Jobs in Hamden in 2016= 1,186
- Total Manufacturing Jobs in New Haven County 47,458 (This represents a 11.3% increase from previous 5 year estimate)

2016 QCEW * Program Data

Total Annual Regional Wages: 1,938,755,181

Average Annual Regional Wage: \$64,959

Average Weekly Regional Wage: \$1,249

Average hourly wages for machinist = \$21.62 as compared to \$20.78 nationwide

According to the South Central Connecticut Workforce Alliance, “The manufacturing industry has begun a resurgence, as manufacturing job postings in the region rose by 12% from 2014 to 2015. Manufacturing jobs offer good wages and career pathways, and create a higher number of jobs in other industries.”

Manufacturing is listed fourth in the Top 5 Growing Industry Sectors, 2012-2022

Average starting wage: \$16.37 (Workforce Alliance)

Sources of Data: U.S. Census/American Fact Finder
(CERC Town Profile)

*QCEW: Quarterly Census of Employment & Wages

2. Impact of Major Employers/Taxpayers

Hamden has a very diverse employment base in several business clusters. However there are a few employers and institutions that have made a particular impact over the last several years.

1. Quinnipiac University (Through 2015-2018):

- Quinnipiac is the largest private employer in the Town of Hamden with more than 1,200 full time employees. There are 350 full time employees working in North Haven.
- Quinnipiac is responsible for creating 15,926 jobs in the Greater New Haven region
- Quinnipiac has a \$2 billion annual impact on the economy with \$1,218,875,614 in total direct spending (by university, its employees, students and visitors) that stimulate more economic growth and development
- The total economic impact of Quinnipiac on the Town of Hamden for fiscal year 2014-2015 was \$172,040,892 (includes direct spending by employees, students, visitors, University purchases, total direct spending and induced spending) Source – Economic Impact Study conducted by Quinnipiac University, May 2015
- In FY 2018, Hamden is receiving \$3,247,373 million from PILOT and Pequot funds. In FY 2018, North Haven is receiving \$488,815 in PILOT and Pequot funds.
- In 2016-2017, Quinnipiac contributed \$1.4 million (includes newly required PILOT property taxes) to the Town of Hamden as a voluntary payment for community assistance.
- Town services such as police, fire and EMTs used by the University are paid by the University. In the 2015-2016 academic year \$300,000 was paid to the Town of Hamden for such emergency services. Quinnipiac financed a fully-equipped police car and donated a first response vehicle to the Town of Hamden.
- 500,000 visitors travel to Quinnipiac's 3 campuses each year, investing millions of dollars into the State economy. Direct spending by visitors is estimate at \$5,552,200.
- Quinnipiac utilizes renewable electricity and single-stream recycling. Campus buildings feature energy-efficient heating and cooling units, energy-efficient lighting fixtures, Green Guard carpeting and windows with energy-efficient thermal glazing.

2. Whitney Center is the largest (non-institutional) employer in Hamden at 350 employees. They are the largest commercial tax payer at over \$6 million per year. Whitney Center makes a major contribution to the community not only in terms of tax revenue but also in terms of human capital and numerous community partnerships. There is also a supply chain multiplier effect, impacting the greater economy. The operation of Whitney Center positively impacts the supply chain in the region i.e. via food services, cleaning, landscaping, etc. Finally, Whitney Center provides quality services for its (elderly) clients.

3. Shopping Centers: In total the 5 largest shopping centers pay \$3.4 Million in taxes and employ hundreds of people. They are also a destination for people to come to Hamden to shop and go to restaurants, etc. As the retail market place changes shopping centers will adapt by bringing in non retail such as health care, entertainment, etc. All of these uses bring people to Hamden.

4. Residential Marketplace: Hamden is home to numerous residential complexes, including nearly 5,000 units on Mix Avenue, housing roughly 9,000 or 15% of Hamden's entire population. Most recently Phase 1 (165 units) of Canal Crossing has been completed with Phase II to be completed later in 2019, bringing the total number of units to 393. Canal Crossing will generate over \$1Million in new tax revenue. To date, most units are occupied by millennials aged 25-35. It is critical to bring new young people into Hamden as future taxpayers and to raise families, becoming part of the civic infrastructure.

The other project under construction is Regan Development which is 77 units of (taxable) housing. These units will come on-line for lease in the fall of 2018. The total investment by the developers in of this project exceeds \$10 Million.

The overall financial impact of all of these new residents will be felt in Hamden retail markets, restaurants and professional services. Additionally, many local and regional developers have already purchased adjacent commercial properties (Mather Street-rear, Mauro Motors, D.P. Plastics) for development that could draw these new businesses and residents.

5. Regional Employers: Known as an inner-ring suburb, many Hamden residents commute to major employers in the region. For example it is estimated that 8,000 people per day commute to New Haven to work at the hospitals, Yale University, South Connecticut State University, Biotech to name a few. Hamden's affordable housing market is dependent on these regional employers staying strong and by the Town remaining partner in regional initiatives.

3. Report Card: *Evaluation of Previous Plan Results*

The Town's current Economic Development Plan included goals for business incentives, physical improvements to neighborhoods, and growth in commercial districts. These incentives and improvements have resulted in increases in the commercial tax base, and the creation of jobs. The results have also generated important infrastructure improvements adding to the general appearance of commercial and residential areas.

Note : See Exhibits for full individual reports for many of the programs summarized below. It should be noted that the Town of Hamden has the most extensive economic development strategy in the region, making Hamden a very competitive marketplace. See Exhibit 1 for a comparative summary of other Town programs in the region.

1. **Economic Development Incentives to Attract New Businesses and Encourage Expansion**

To maintain its competitive edge in the region, the Town of Hamden offered incentives to businesses considering locating to Town or expanding at their current Hamden location. The following analysis reflects results from 1999-April 2018:

- **STRATEGIC INITIATIVE 1:**

1a. Business Incentives:

Tax Deferrals, Grants, and Permit Waivers. Since 1998, the Town has approved 144 (15 since July 2015) applications including 95 projects that have been completed, 6 are currently under construction or are awaiting approval at zoning, etc., and approximately 43 projects never went forward or were not completed.

From a sample of 50 projects completed, the type of projects completed under the incentive program included manufacturing (19), investment properties (8), retail/restaurant (5), construction (7), service (8) and misc. (5).

Total Impact on Grand List From Businesses Taking Advantage of Incentives

As a (cumulative) result of the Town Economic Development Plan, since 1998 the commercial grand list (assessed value) will have increased by a estimated value of \$20,000,000 from projects/businesses that were directly or indirectly assisted through the program. This increase does not include personal property or other new tax revenue generated by other business locations and expansions leveraged by the success of these projects such as Home Depot, Highwood Square, State Street redevelopment, etc.

Jobs Created

Because of the general state of the economy and because of automation through the years, it is hard to pinpoint how many jobs were created by companies assisted by our program. Based on data accumulated, we estimated that over 500 jobs were created and another 300-400 were retained in Hamden by companies who participated in our incentive program from 2008-2018. That number fluctuates somewhat, based on seasonal and contractual work.

The Intangibles

The success of the incentive program isn't only being measured by new taxes collected and jobs created but also by other impact-type development in which staff plays a direct role.

For example, as the Town has completed infrastructure improvements and promoted its Business Incentive program, many new stores have opened, such as Burlington Store, Aldi, Price Rite, Walgreens and several restaurants.

The purchase and rehabilitation of blighted or run-down buildings improves the quality of neighborhoods, improves the confidence (and bottom line) of local businesses, and encourages additional investment. Examples of this kind of investment include:

-

The Highwood Square development at the site of the former Johnson Perfume Company and the adjacent Nabisco Bakery (\$12 million total investment). This investment resulted in a tax-generating development of 27 housing units and 14,000 S.F. of commercial space.

-

Canal Crossing and Mather Street Apartments – Canal Crossing will ultimately include 393 apartments while the Mather Street Apartments will include 77 rental units. This nearly 500 of new units has generated significant development interest in the surrounding area of Dixwell Avenue

The following pages describe successfully completed projects over the last three years.

Infrastructure and Redevelopment

The Town of Hamden has little developable land (5.7% commercial) of any substantial size for commercial and manufacturing development. In fact, the Town has the lowest vacancy rate in the region. The total commercial vacancy rate in Hamden is 7.5% and in the region it is 13.6% (source C.B. Richard Ellis 12/31/17). More recently, as of March 31, 2018, Hamden's industrial vacancy rate was 6.7% as compared to its region (12.7%)

- **Strategic Initiative 2.1: Utilize the Hamden Economic Development Corporation (HEDC) for the development of difficult or brownfield properties**

The HEDC has established a strong track record through its role as a developer (Implementing Agency) and project manager for the Town of Hamden.

Projects Completed

- 400 Goodrich Street: Remediation and Sale of a 16,000 S.F. industrial building
- New Haven Structured Repair Program: Renovation of 102 units of housing
- Newhall Deconstruction Program
- Rochford Field/Villano Park Redevelopment
- Zero Energy House
- Abatement & Demolition of a portion of (Former Middle School)

Projects Underway/Planning Stages

- Hamden Business Incubator: 40,000+ S.F.
- Soil Management Fund
- Remediation and Rehabilitation of 2259 State Street

- **Strategic Initiative 2.2: Continue a Predevelopment Cost Fund**

This “seed” fund was available for legal costs, appraisals, environmental assessments, etc., to secure parcels for site assemblage and redevelopment. Costs can be reimbursed to the fund where possible. Projects that benefited from this Initiative have included:

- a) Route 15/Operating Engineers land purchase
- b) Westwoods Road Land Swap for the redevelopment of a major traffic intersection
- c) Daddio Farm subdivision plan
- d) Canal Line Disposition
- e) Appraisals of several properties being negotiated
- f) Legal Fees related to development projects and issues

3. Small Business and Entrepreneur Assistance

The Town will offer technical assistance to people opening or running small, town-based, and start-up businesses. The assistance will be one on one and in a classroom format.

- **Strategic Initiative 3.1: Continue the Business Assistance Center (BAC) to Help Small Businesses with Business Planning, Raising Capital, and other Technical Needs.**

The BAC was opened in 2005 for small businesses (in particular start-ups) needing technical help and guidance in developing business plans and handling accounting, marketing, and development issues. Since that time, the BAC has worked with over 300 distinct clients, offering a variety of services. There have been many success stories from the BAC including a variety of pedestrian-type businesses (i.e. copy center, bakery, coffee shop). See report in Exhibit 3 for additional information.

Out of over 300 businesses assisted, 35 opened, 210 continue to work at it, and 39 decided not to proceed.

- **Strategic Initiative 3.2: Continue the Business Education Series and individual seminars using technology and hands on sessions.**

Topics to include business formation, cost flow analysis, and preparing a business plan.

4. Planning, Marketing and Communication

Hamden must market its unique strengths and positive climate for business development and investment. To do so, the Town has identified key target industries and companies, trade associations, realtors, and other organizations.

- **Strategic Initiative 4.1: Continue to make the Economic and Community Development Web Site useful as a business recruitment tool for the Town-wide business community.**

The Town continued to make numerous upgrades to the Economic Development web site. This page provides more frequently updated announcements, information on available development sites for major employers and outside users such as our realtor community, and other State and Federal links.

- **Strategic Initiative 4.2: Continue Recruitment of New Developers, Investors, and Businesses**

As part of the Town’s marketing efforts, the Town continued to network in regional, Statewide and national organizations (both public and private) to bring investments throughout the Town. This effort includes attending trade shows, conferences and continuing education opportunities. The Director is now part of several collaborations and serves in the following capacity:

- a. Connecticut Economic Development Association
- b. Hamden Chamber of Commerce
- c. Greater New Haven Chamber of Commerce
- d. International Business Innovation Association
- e. International Council of Shopping Centers
- f. National Brownfield Association
- g. CT Community Development Association
- h. Northeast Economic Development Association
- i. International Business Innovation Association

- **Strategic Initiative 4.3: Continue a Town Database of Available Properties and Financial Resources**

Such an updated and accurate database continues to include:

- a. Available locations of technology infrastructure resources.
- b. List of available Hamden properties by category (e.g. size, locations), etc.
- c. List of Brownfield properties, including opportunities for finance.

- **Strategic Initiative 4.4: Continue Planning Collaboration to Study The Viability of Commercial Districts**

Such collaborations include:

- a. Downtown “Hamden Place
- b. Northern Hamden Economic District
- c. “Magic Mile” and/or Retail Committee
- d. Study of Entertainment and Cultural Enhancement Districts
- e. Quality Development along the Farmington Canal Line
- f. Continued Study & Planning for the State Street and Highwood Commercial Corridor
- g. Business/Industry Clusters

The Department has been an integral part of committees that study these important areas. Additionally, the Department has formed several Industry Clusters that are the largest collecting group of taxpayers and employers. They are:

- | | |
|-----------------|---------------------------------------|
| ● Healthcare | ● Workforce Development |
| ● Manufacturing | ● Financial Services/Insurance |
| ● Retail | ● Creative Industries |
| ● Real Estate | ● Green /Energy Industries |
| | ● Solopreneur (Home-Based Businesses) |

4 Cluster Meetings and Other Input From Business and Community Groups

Creating a long-range plan requires outreach to as many businesses as possible. As part of the business outreach process, we continue to use our successful *Business Cluster Program*. This program seeks to maximize business retention through web presence and an organized set of meetings and information sharing opportunities for the larger business sectors that are high tax payers and employers.

Through the years we have established nine (9) clusters each with its unique needs for support. Key industries such as health care, manufacturing, retail and others are represented. For more information on our Business Cluster Program, go to http://www.hamden-ct.com/Content/Business_Cluster_Program.asp

As part of the outreach to develop the long range plan, we held a series of Cluster meetings in 2017-2018.

- Fall 2017 Creative Industries Cluster
- 3/15 Health Care: Joint meeting with the Hamden Chamber Tuesday
- 3/27: Workforce Cluster:
- 4/3 Commercial Real Estate
- 4/6: Solopreneurs
- 4/11: Residential Real Estate
- 4/24: Green/Energy Cluster
- 5/7: Finance and Insurance
- 5/22: Manufacturing

The needs of each cluster ranged from marketing to needing a strong supportive business climate. Workforce needs was a common thread through all of the clusters.

Minutes of these meeting are included in the Exhibit. Also there are audio recordings of most the meeting on the HEDC Facebook page if you would like to listen to the meeting. Go to <https://www.facebook.com/HEDC2011/> to listen through Drop Box

Civic and Community Group Meetings

Our department met the key civic organizations as part of our outreach process which spanned over one year.

Whitneyville Civic Association:	Fall of 2017
Spring Glen Civic Association:	Spring of 2018
Westwoods Civic Association:	Spring of 2018
Ridge Hill Civic Association:	Summer of 2018
Highwood Community Meeting:	Fall of 2018
Hamden Plains Civic Association:	Fall of 2018

The Content of each meeting was to:

- Key Demographic and Market Trends
- Provide an overview of the current plan performance
- Outline proposed elements of new plan
- Explain the coordination among other Town plan documents (i.e. POCD, CDBG)

Chapter II: General Plan Areas (2018-2021): Problems & Solutions

The goals of the following *Plan Areas* were derived through a series of meetings with relevant economic development partners, business cluster participants, as well as through site visits and events. The goals are also based on current market conditions as well as from the experience in developing larger projects that generate significant tax revenue. The meetings held provided an opportunity for these partners to provide input on how Hamden's programs have been working. The result will be in Hamden's Business Incentive Programs.

The accomplishments over the last few years are outlined in Chapter I, entitled "Report Card". As the following plan areas are discussed, a summary of some of the results, and the identification of the current conditions, will be presented.

It is through this comprehensive and Economic and Community Development plan that the maximum potential can be achieved for the business community throughout Hamden.

Long-Range Plan: Administration

The Department of Economic and Neighborhood Development is responsible for the implementation of the long-range Economic Development Plan. To the greatest extent possible, the department will seek programs and projects that generate income to recycle back into the department for the purposes of programs, marketing, and administrative costs. This will include the writing and administration of grants to supplement the activities in the plan. The emergence of the Hamden Economic Development Corporation (HEDC) as a production agency was an important factor in establishing the goals of this plan.

The previous plans implemented by the department from 1998-2018 were originally capitalized by over \$1,400,000 in funds. Now there is approximately \$150,000 remaining in those accounts. Most of the goals were accomplished according to the plan(s) objectives. Although a substantial amount of funds were expended, limited funds are still available to carry out the current goals of the plan. The objectives set forth in the latest plan are equally spread between capital projects and programs that help to promote and train small businesses for success. Many of the proposed plan activities (i.e., workforce and neighborhood) are low cost, high staff intensive.

The Department of Economic and Neighborhood Development will be responsible for the programs listed in this plan (Incentive Plan, Redevelopment Initiatives, Business Assistance Center, Marketing, Web-site, etc.), and other projects such as redevelopment and brownfield project management, streetscape projects funded by the State of CT and other sources such as the federal Economic Development Administration. The Department of Economic and Neighborhood Development will also continue to be active in marketing the Town through commercial real estate brokers and various publications.

Plan Area #1: Business Development & Business Incentives

The Town and the State's Enterprise Zone, Urban Jobs, and Railroad Depot Zone and Neighborhood Revitalization Zone (NRZ) Tax Incentive programs as well as the new Opportunity Zones are key strategies for expanding and maintaining Hamden's commercial tax base. These incentive programs are marketed to the business, developer, and realtor communities.

The Economic and Neighborhood Development Department has created information packets about these programs, has distributed this information to qualifying businesses, and has offered assistance in navigating the State's application process. The Town's Enterprise Zone (EZ), Railroad Depot Zone, Urban Jobs and NRZ program also offers tax assessment deferrals on the increased value of real property improvements to any commercial properties in the EZ.

Since the Town program began (1998), 144 applications have been approved for a variety of business incentives. Many of the approved businesses are either complete, under construction, or soon to be under construction. Over 70% of these projects were for local existing businesses needing to expand. Business retention is a primary goal for this program and for the Town.

1. *Problem Identified:* There is a lack of funds currently available for grant and other financial assistance from the State and Federal Sources

To maintain its competitive edge in the region, the Town of Hamden must continue providing incentives to businesses considering locating to Town or expanding at their current Hamden location. Mindful that other communities have a lower tax rate, offer lower rates on utilities, and offer similar incentives to businesses, Hamden Economic Development Commission strongly supports opportunities for business incentives to keep the Town highly competitive in the region.

- **Strategic Initiative 1.1: Continue a Comprehensive Business Incentive Program to Attract New Businesses to Hamden and Encourage the Expansion of Existing Businesses**

The Town's Business Incentive program will continue to offer the following benefits to businesses and will encourage Town Economic and Community Development projects that produce revenue.

- Tax deferrals (abatements)
- Grants for site and building infrastructure improvements (priority for manufacturing projects)
- Building permit fee waivers
- Tax abatements and financial assistance to owners who remediate hazardous sites

Hamden currently offers tax abatements to manufacturing, warehousing and distribution, and some service businesses through its State of Connecticut designation as a Targeted Investment Community (TIC) under the Urban Jobs program, under our certified Enterprise Zone (EZ) and our Railroad Depot Zone (RRDZ).

2. *Opportunity Zones*

The federal government passed legislation for Qualified Opportunity Zones (QOZ). Hamden was approved in 2018 for a QOZ in the Highwood Neighborhood (Census Tract 1655). In a QOZ committee and a fund is established for investors to contribute capital gains for future quality redevelopment projects. These projects would be the private sector investment for increasing the tax base to create jobs. Federal guidance is not yet available in how to set up a fund under the QOZ program. Within the scope of this proposed three-year plan the Town Economic and Community Development Department will actively seek projects that qualify under the QOZ.

•	Strategic Initiative 1.2: Create (Eligible) Entity, Fund Criteria and Inventory the Qualified Opportunity Zone (QOZ)
The Town must be prepared for the investment funds that will be available via the Opportunity Zone Program.	

- **Strategic Initiative 1.3: Support and Market:** Support and implement elements of the long-range plan developed the Energy Use & Climate Change Commission (EUCC) to help reduce costs for tax payers and reduce the carbon footprint town-wide. Incentives must be marketed through web and social media presence.
- **Strategic Initiative 1.4: Continue Facade and Signage Programs: \$10,000 Maximum (funded by CDBG Program)**

Note: Activities are limited to two eligible target areas

- a. HUD Targeted Areas: Highwood and State Street Corridors: Source of Funding CDBG
- b. All other Commercial Areas of Hamden: Town Capital Funds (as they are available)

Eligible Expenses

•	Signs
•	All Facade Improvements (i.e. Brick Re-pointing, Window Treatments, etc.)
•	Landscaping & Lighting

Plan Area #2: Infrastructure & Redevelopment

Problem Identified

The Town of Hamden has little vacant and developable land (for business expansion) of any major size. Only 5.7% of all land is zoned commercial. Most of the development opportunities lie in the redevelopment of existing properties with buildings ranging from 5,000 to 25,000 S.F. There are only a few existing buildings that exceed these sized properties. Among these sites are a few brownfield projects that require specialized professional services and financing to make them viable, tax-producing properties. Additionally, the large number of home-based businesses throughout the entire Town has created a need for town-wide high speed broadband.

Additionally, in order to support the demand for developable space for any use, the Town must have an adequate infrastructure or plan for developing one. Infrastructure is defined as roads, utilities (water and sewer capacity), technology, (i.e. high speed broadband) etc. Included in the infrastructure needs is a plan for addressing the Town's brownfield sites. Those are sites that actually have, or are perceived to have, environmental problems.

Technology Infrastructure: Hamden's economic future depends on the integration of technology with the needs of a younger generation of business owners. The Town has formed a working group to explore municipal broadband for all citizens and business owners. This department will staff and facilitate the process of achieving broadband for all.

- **Strategic Initiative 2.1: Continue the role of the Hamden Economic Development Corporation (HEDC) for the re-development of difficult or brownfield properties and as Project Manager for municipal projects.**

The Hamden Economic Development Corporation was formed in 2004 as a tool to support the redevelopment initiative by the Town. There are similar corporations in mostly larger, growing communities, which include many older properties that present challenges and liabilities for the Town. Shelton, Orange, Naugatuck etc. are examples of Towns where Economic Development Corporations are utilized. Their independence from Town government gives them the flexibility to complete difficult projects more efficiently while insulating the Town from liability or contaminated properties.

HEDC can raise funds, apply for grants, and take titles to property. The Director of the Economic And Neighborhood Development Department serves as staff for the Hamden Economic Development Corporation. The HEDC has now developed administrative capacity to conduct business. It is an approved 501-C4 tax exempt organization.

Completed HEDC Projects:

- State Street Redevelopment
- 400 Goodrich Street
- Newhall Structural Repair Program: 101 Units
- Redevelopment of Rochford Field and Villano Park
- Abatement and Demolition of two building at former Hamden Middle School
- Zero Energy House

- **Strategic Initiative 2.2: Continue the Pre-Development Fund.**

This seed fund will be helpful to provide funds for legal costs, appraisals, environmental assessments, etc. to secure parcels for site assemblage and redevelopment. This fund could also be used as a cash match for land acquisitions under State & Federal economic development programs. Examples of such projects where this fund was used:

- ▶ Dadio Farm Subdivision Plan
- ▶ Route 15/Operating Engineers
- ▶ Westwoods Road Land Swap for redevelopment
- ▶ Canal Line Disposition
- ▶ Numerous Appraisals for redevelopment projects

- **Strategic Initiative 2.3: Support a plan for establishing high-speed broadband (fiber) for internet access for all of Hamden residents and small businesses.**

With Town and State legislative support, develop a plan and funding mechanism for placing fiber in sensible locations, in all areas of Hamden considering cost and maintenance. The goal is to provide high speed broadband to all areas of Town, and all household regardless of income. The installation of high speed broadband throughout Hamden will attract younger, high earning residents and will support the large number of home-based business and technology sector.

Staff will coordinate the working group to develop an action plan for high speed broadband.

- **Strategic Initiative 2.4: Explore the expansion of the sewer line (through GNHWPCA) from Whitney Avenue from Westwoods Road to the Cheshire line.**

Because of the small percentage of developable land, it is critical to consider sewer expansion to allow for growth in the retail, healthcare and entertainment (i.e. restaurant) sectors. Staff will coordinate efforts between the GNHWPCA and rate payers.

- **Strategic Initiative 2.5: *Support and Market:*** Support and implement the long-range plan developed the Energy Use & Climate Change Commission (EUCC) to help reduce costs for tax payers and reduce the carbon footprint town-wide. Additional public initiatives regarding energy must be coordinated with other technology (i.e. broadband)

- **Strategic Initiative 2.6: Consider a Plan For Clean Energy Grid in Key Public and Commercial Areas.**

The plan would connect public spaces and key commercial areas to assist in energy savings and the promotion of alternative energy sources. The grid design would be considered in coordination of the Broadband initiative.

- **Strategic Initiative 2.7: Adopt and Assist in the Completion of Key Elements of Sustainable CT**

This would include the redevelopment of brownfields, workforce development, as well as all “Actions” listed in the Statewide Outline (see Exhibit 8)

Plan Area #3 Business Retention & Expansion: Small Business and Entrepreneur Assistance

Incentives provide support to many out-of-town and expanding local businesses. However, Hamden must also offer financial or technical assistance to people running a local business, including those involved with start-up ventures. This also includes workforce assistance

- **Strategic Initiative 3.1: Continue the Business Assistance Center (BAC) to help Small Businesses with Business Planning and other Technical Needs.**

The Economic And Neighborhood Development Department is the primary location for requests of a wide variety of service needs for small businesses.

Since the formation of the Business Assistance Center in 2005, Hamden's small businesses have requested help in developing business plans and associated components which are required by most financing sources. Small businesses, in particular start-ups, need technical assistance in developing these plans as well as guidance with accounting, marketing and development issues.

Although some regional programs provide assistance to businesses in these areas, there are waiting lists and, in most cases, businesses do not receive on-site, one-on-one help, nor comprehensive services. Ultimately, these services are needed on a one-to-one level, where the interested business can receive proper attention. This initiative offers the type of "hands on" assistance necessary to make a project successful.

There are many partners that provide assistance to the Business Assistance Center:	
a.	Hamden Public Library
b.	Hamden Chamber of Commerce
c.	Hamden Business Resource Center
d.	Quinnipiac University Business School
e.	National Minority Supplier Development Council (NMSDC)
f.	Town ombudsman services to walk businesses through planning and zoning, engineering, and building department(s) processes. This service will be available through the <u>Economic and Neighborhood Development Department</u> .
The Department of Economic And Neighborhood Development will also refer businesses to the financing programs available through the Connecticut Development Authority (CDA), the Connecticut Department of Economic and Community Development (DECD), the Community Economic Development Fund (CEDF), CT Minority Supplier Development Council, the Small Business Administration (SBA), and Community Investment Corporation (CIC). The Department will also utilize the resources of the Connecticut Economic Resource Council, Inc. (CERC) and Connecticut Innovations Inc. (CII). (See Exhibit for details about the Business Assistance Center)	
•	Strategic Initiative 3.2: Support Specialized Training Initiatives through the Hamden Workforce Cluster and other related Workforce Readiness programming.

The Town has continued a local Workforce Development Cluster. Board members include the Regional Workforce Development Board, Easter Seals, ACES, the State Department of Labor, etc. The Town originally formed this board as an advisory group to examine general workforce needs (address hiring criteria, job fairs, etc.) This Strategic Initiative would expand the planning to include important issues such as linkages to transportation, quality childcare, and incorporation of people with disabilities into the workforce. A newly activated group would also actively work with industries by assisting them in

accessing funding for incumbent worker training.

-

Strategic Initiative 3.3: Continue Individual goals established under the Hamden Business Cluster Program: Hamden supports the following Business Clusters, as they are the largest tax payers and employers and who can most widely impact the local economy:

-

Healthcare

-

Workforce Development

-

Manufacturing

-

Financial Services/Insurance

-

Retail

-

Creative Industries

-

Real Estate

-

Green /Energy Industries

-

Solopreneur (Home-Based Businesses)

-

Strategic Initiative 3.4: Develop a partnership for training education to link business to parents and children in the public school system. Work as a resource for helping businesses find qualified and well trained employees and to expand job opportunities and all students.

Hamden should help the Hamden student population in planning their economic future. This includes the new initiative entitled “Everyone Gets a Job, Exploring Career and Technical Opportunities”. The idea of the program is to bring professionals in industry directly to parents in the form of job/career education panels that are sector based. (i.e. healthcare, manufacturing). Each panel will be held at public locations where parents and children typically (PTA meeting, library, religious institutions, etc). These panels will be held in 2019.

-

Strategic Initiative 3.4: Develop Program Related to Business Transition for Retiring Owners and Legacy Businesses

Hamden, like many communities are facing a “Silver Tsunami”, the retirements of an aging business community. As owners consider retirement, the Town must develop a strategy for matching buyers with owners of businesses wishing to retire. The Town can work with other organizations (i.e. Hamden Regional Chamber of Commerce or UNH Family Resource Center, Solopreneur Cluster.

A strategy could include:

-

Informational Workshops on Business Valuation and Sales

-

Technical Assistance to Family Members of Business Owners

-

Develop “Marketplace for Buyers and Sellers of Businesses”

Plan Area #4 Planning, Marketing & Technology

Hamden must market its unique strengths and take advantage of the positive climate for business development. To do so, the Town must target industries and companies, trade associations, realtors and other organizations. One strategic approach is the continued evolution of the Hamden Economic Development web site. Other areas include maintaining an inventory of available development sites and vacant properties, strategic social media campaigns, public relations, and communication strategies.

To meet this challenge, the Town must engage the public and local professionals for the long range planning of the many businesses and shopping districts in Town.

- **Strategic Initiative 4.1: General Marketing, Continue Recruitment of New Developers, Investors and Businesses**

As part of Hamden's marketing efforts, the Town will continue to network in regional, Statewide and national organizations (both public and private) to bring investment throughout the Town. This effort will include attending trade shows, conferences, and continuing education opportunities.

- **Strategic Initiative 4.2: Continue to Upgrade the Hamden Economic And Neighborhood Development Web Site to become more interactive and proactive**

Hamden must continue to become more and more accessible to small businesses, developers and investors via revamping the web presence by providing digital content. This includes our integrated digital social media campaign to promote the Town.

The Town will continue to upgrade the our web site, provide more frequently updated information about available development sites for major employers and outside users such as our realtor community, and will provide links to i.e. CT Economic Research Center (CERC) web sites, etc. The Town will develop a stronger social media presence to become more interactive and market other neighborhoods.

The Town will attempt to generate income from its webpage for the financial sustainability of the website. It will be used as a tool for marketing the Town to potential recruitment opportunities, to become more interactive, and to improve resources for Hamden businesses.

Strategies for developing revenue include:

- ✓ Yellow Pages
- ✓ Advertising for Businesses on the Economic And Neighborhood Development Website

- **Strategic Initiative 4.3: Continue a Town Database of Available Properties and Physical Resources**

In a rapidly changing, dynamic process, the Town must be capable of providing valuable information that is essential for a business to consider when developing a given site in Hamden. Information efficiently collected would be located on the Town web site and on a GIS system. Such an updated and accurate database would include:

- Available locations of high technology infrastructure resources such as high speed fiber optic cable, sewer and water capacity, etc.
- List of available Hamden properties by category (e.g. size, locations) etc.
- List of Brownfield properties, including opportunities for finance.

- **Strategic Initiative 4.4: Continue Planning Linkages to study the Viability of Commercial Districts and under specialized Marketing Initiatives.**

There are many areas of Town that have a rich history in terms of business services to residents. There are also several areas that require a fresh “look” to see if we can use effective planning to change the image of an area to become more positive.

This initiative is aimed at using assessment and collaboration with professionals and community-based groups to determine recommendations for the future. Such collaboration is born out of the Comprehensive Planning process that is currently underway.

This initiative will formally link the effort of the Economic And Neighborhood Development Department to those efforts and encourage the department to convene additional advisory groups in order to assess other specific needs of business throughout town.

Such efforts include:

a.	Town Center Development Plan
b.	Northern Hamden Commercial District
c.	“Magic Mile” retail committee
d.	Study of Entertainment and Cultural Enhancement Districts
e.	Quality Development of the Farmington Canal Line
f.	Continued Study and Planning for the State Street and Highwood commercial corridor
g.	Business Cluster groups

- **Strategic Initiative 4.5: Develop Strategy for the Implementation of the Towns Opportunity Zone in Highwood (Census Tract 1655).**

Using guidelines from the investment and local community, develop strategy fund and project criteria for Opportunity Fund. Director shall also work with neighborhood residents and local organizations to identify potential development projects.

- **Strategic Initiative 4.6: Develop Strategy for Tax Incentive Finance (TIFF) District(s)**

Develop TIFF district based on economic analysis that is part of the Plan of Conservation and Development.

III. Executive Summary of Activities 2019-2021

The Economic Development Commission is asking the Legislative Council to earmark remaining funds from the Hamden Economic Development Fund to support the implementation of this comprehensive plan including the following Strategic Initiatives.

Strategic Initiative 1.1: Economic Incentive Program

The Town will offer property improvement grants, tax deferrals, and permit waivers for commercial projects that would increase the town's tax base or be of significant benefit to the Town.

Strategic Initiative 1.1a: Continue Façade Improvement Program*

Note: Program funds will come from annual CDBG budget and from Town capital funds as available

Strategic Initiative 2.1: Continue and expand the role of the Hamden Economic Development Corporation:

Strategic Initiative 2.2: Predevelopment Fund

Costs related to the predevelopment costs (appraisals, surveys, legal, etc.) for commercial development.

Strategic Initiative 2.3: Establish Strategy for high speed broadband for all Hamden residents

Strategic Initiative 2.4: Sewer Expansion: Cost/benefit analysis conducted by the GNHWCA

Strategic Initiative 2.5-2.7: Support and Market Energy Goals

Strategic Initiative 3.1: Business Assistance Center

Continue to support the Business Assistance Center

Strategic Initiative 3.3: Specialized Marketing and Industry Clusters

Strategic Initiative 3.2 and 3.4: Workforce Development

The Workforce Cluster will continue to promote programs that help businesses train people to find jobs through grants from State and Federal sources.

Strategic Initiative 3.5: Business Legacy Program

Create Education Program and market places for Sellers and Buyers of businesses.

Strategic Initiative 4.1: Marketing Investment

For recruitment, education and other marketing initiatives below.

Strategic Initiative 4.2: Web-Site and Social Media Upgrades and Integration

Funds would be used to continue the development of the website. Revenue generated from the site would pay for the future upkeep.

Strategic Initiative 4.3: Data Base Development and Expansion

To develop valuable information that is essential for a business which is considering a specific site.

Strategic Initiative 4.4: Planning

This initiative is aimed at using collaboration and needs assessment to determine recommendations for the future of commercial areas.

Strategic Initiative 4.5: Develop Plan for the Implement of a Town Hamden Opportunity Zone
Includes potential project inventory, fund criteria and management procedure.

Strategic Initiative 4.6: Based on POCD, consider a Tax Increment Financing (TIF) District.

Note: Funding Priorities can be adjusted, following Town procedures for line item transfers as of January 1, 2019. All repaid funding (i.e. Strategic Initiative 2.2 (Predevelopment Fund) to be reimbursed back to account from which it came..

3 Year Plan Proposed Allocation of Funds (based on 12/31/18 balances)

Tax Incentive Program	\$50,000.00
Business Assistance Center	\$15,729.59
Marketing	\$84,273.41
Professional Predevelopment Services	\$20,000.00
<hr/>	
Total	\$170,003.00

EXHIBIT 1

**REPORTS
ON
INCENTIVE PROGRAMS
IN
OTHER COMMUNITIES**

Note: The following chart shows the range of incentive programs in different communities in the region

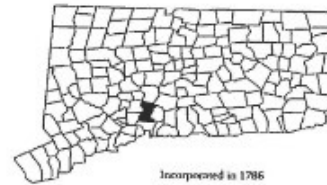
South Central Regional Council of Governments - Town Incentive Programs											
Town	Tax Abatement	Grants	Waiver of Fees	Low Interest Loans	Services	Web Presence	Electric Rates	Enterprise Zone Incentives	Manufacturing Assistance Program	Facade Program	Ultra High Speed Internet
Bethany											
Branford	(low taxes)										
East Haven				X							
Guilford					X (SCORE) X (Business Assistance Center)						
Hamden	X	X	X			X		X	X	X	
Madison							Car charging station				X
Meriden	X	CEDF		X		X		X	X	X	
Milford		CEDF			X (SCORE)	X			X	X	
New Haven	X	X		X	X			X	X	X	
North Branford	X										
North Haven	X										
Orange	X										
Wallingford	X						up to 50% discount		X		
West Haven									X		
Woodbridge							2 Car charging stations				X

Hamden, Connecticut

CERC Town Profile 2018 Produced by The CT Data Collaborative

Hamden Gov't Center
2750 Dixwell Avenue
Hamden, CT 06518
(203) 287-7100

Belongs To
New Haven County
LMA New Haven
South Central Planning Area



Incorporated in 1786

Demographics

Population				Race/Ethnicity (2012-2016)			
	Town	County	State		Town	County	State
2000	56,913	824,008	3,405,565	White Alone, Non-Hispanic	37,043	557,698	2,464,450
2010	60,960	862,477	3,574,097	Black Alone	13,356	110,829	372,696
2012-2016	61,476	860,874	3,588,570	Asian	3,322	33,744	152,782
2020	62,545	898,514	3,604,591	Native American	107	1,688	9,399
'16 - '20 Growth / Yr	0.4%	1.0%	0.1%	Other/Multi-Race	4,635	70,065	284,582
				Hispanic or Latino	6,450	144,549	537,728
Land Area (sq. miles)				Poverty Rate (2012-2016)			
	Town	County	State		Town	County	State
Land Area (sq. miles)	33	605	4,842		8.4%	12.8%	10.4%
Pop./Sq. Mile (2012-2016)	1,883	1,424	741	Educational Attainment (2012-2016)			
Median Age (2012-2016)	38	40	41		Town	County	State
Households (2012-2016)	23,356	326,487	1,354,713	High School Graduate	9,176	23%	673,220 27%
Med. HH inc. (2012-2016)	\$71,665	\$62,715	\$71,755	Associates Degree	2,689	7%	184,426 7%
				Bachelors or Higher	18,274	46%	938,319 38%
Veterans (2012-2016)		2,609	188,759	Age Distribution (2012-2016)			
	0-4	5-14	15-24	25-44	45-64	65+	Total
Town	3,068 5%	5,856 10%	12,442 20%	14,574 24%	16,466 27%	9,070 15%	61,476 100%
County	45,608 5%	101,958 12%	121,393 14%	217,078 25%	240,502 28%	134,335 16%	860,874 100%
State	188,812 5%	439,100 12%	494,529 14%	878,077 24%	1,033,029 29%	555,023 15%	3,588,570 100%

Economics

Business Profile (2016)			Top Five Grand List (2014)		Amount
Sector	Units	Employment			
Total - All Industries	1,614	19,994	Baker Hamden LLC		\$59,929,030
23 - Construction	109	629	Whitney Center Inc		\$26,400,000
31-33 - Manufacturing	71	1,186	Hamden Developers LLC		\$34,615,210
44-45 - Retail Trade	184	2,540	Broadmoor 1 LLC		\$32,386,900
61 - Educational Services	37	2,732	Seramonte Associates		\$22,519,140
62 - Health Care and Social Assistance	206	3,930	Net Grand List (SFY 2015-2016)		\$4,075,516,582
72 - Accommodation and Food Services	121	1,762	Major Employers (2014)		
Total Government	33	2,042	Quinnipiac University	Area Cooperative Education Svc	
			Arden House Care & Rehab Ctr	AAA Southern New England	
			CT Transit		

Education

2017-2018 School Year			Smarter Balanced Test Percent Above Goal (2016-2017)					
	Grades	Enrollment	Grade 3		Grade 4		Grade 8	
			Town	State	Town	State	Town	State
Hamden School District	PK-12	5,420	Math	54.8% 53.1%	47.4% 50.0%	33.6% 41.8%		
			ELA	52.1% 51.8%	49.6% 54.1%	41.1% 53.7%		
Pre-K Enrollment (PSIS)			Rate of Chronic Absenteeism (2016-2017)					
		2016-2017						
Hamden School District		203						
4-Year Cohort Graduation Rate (2016-2017)			Public vs Private Enrollment (2012-2016)					
	All	Female	Male					
Connecticut	87.9%	90.9%	85.1%					
Hamden School District	87.6%	89.5%	85.8%					
			Town	County	State			
Public			86.0%	88.0%	86.8%			
Private			14.0%	12.0%	13.2%			

Hamden, Connecticut

CERC Town Profile 2018



Connecticut
Economic
Resource Center

Government

Government Form: Mayor - Council

Total Revenue (2016)	\$217,509,730	Total Expenditures (2016)	\$222,551,036	Annual Debt Service (2016)	\$22,139,790
Tax Revenue	\$166,677,729	Education	\$94,446,338	As % of Expenditures	9.9%
Non-tax Revenue	\$50,832,001	Other	\$128,104,698	Eq. Net Grand List (2016)	\$5,578,004,424
Intergovernmental	\$44,146,760	Total Indebtedness (2016)	\$292,220,000	Per Capita	\$91,256
Per Capita Tax (2016)	\$2,721	As % of Expenditures	131.3%	As % of State Average	60.3%
As % of State Average	94.8%	Per Capita	\$4,781	Moody's Bond Rating (2016)	Baa1
		As % of State Average	192.8%	Actual Mill Rate (2016)	40.87
				Equalized Mill Rate (2016)	29.82
				% of Net Grand List Com/Ind (2016)	14.8%

Housing/Real Estate

Housing Stock (2012-2016)

	Town	County	State
Total Units	25,507	362,497	1,493,798
% Single Unit (2012-2016)	56.7%	53.6%	59.1%
New Permits Auth (2017)	30	750	4,547
As % Existing Units	0.1%	0.2%	0.3%
Demolitions (2017)	3	202	1,403
Home Sales (2013)	531	5,858	26,310
Median Price	\$228,200	\$244,000	\$269,300
Built Pre-1950 share	29.2%	33.4%	29.7%
Owner Occupied Dwellings	15,335	203,568	900,223
As % Total Dwellings	65.7%	62.4%	66.5%
Subsidized Housing (2017)	2,056	46,104	168,576

Distribution of House Sales (2013)

	Town	County	State
Less than \$100,000	56	1,128	3,417
\$100,000-\$199,999	215	2,047	7,522
\$200,000-\$299,999	176	1,418	6,031
\$300,000-\$399,999	57	730	3,380
\$400,000 or More	27	535	5,960

Rental (2012-2016)

	Town	County	State
Median Rent	\$1,273	\$1,075	\$1,094
Cost-burdened Renters	50.9%	55.9%	52.5%

Labor Force

	Town	County	State
Residents Employed	33,428	430,024	1,795,519
Residents Unemployed	1,606	24,872	96,273
Unemployment Rate	4.6%	5.5%	5.1%
Self-Employed Rate	6.9%	8.5%	9.9%
Total Employers	1,614	23,754	117,337
Total Employed	19,994	362,096	1,666,580

Connecticut Commuters (2015)

Commuters Into Town From:		Town Residents Commuting To:	
Hamden, CT	3,710	New Haven, CT	8,022
New Haven, CT	2,431	Hamden, CT	3,710
North Haven, CT	869	North Haven, CT	1,349
West Haven, CT	850	Bridgeport, CT	1,136
Wallingford, CT	826	Wallingford, CT	946
East Haven, CT	656	Milford, CT	925
Cheshire, CT	539	West Haven, CT	855

Quality of Life

Crime Rates (per 100,000 residents) (2016)	Town	State
Property	2,526	1,780
Violent	324	224

Disengaged Youth (2012-2016)

	Town	State
Female	4.0%	4.5%
Male	6.0%	5.5%

	Town
Library circulation per capita	6.11

Distance to Major Cities

	Miles
Hartford	28
New York City	74
Providence	83
Boston	117
Montreal	288

Residential Utilities

Electric Provider	The United Illuminating Co. (800) 257-0141
Gas Provider	Southern Connecticut Gas Company (800) 659-8299
Water Provider	South Central CT Regional Water Auth. (203) 562-4020
Cable Provider	Comcast New Haven (800) 266-2278

Gap Analysis by Store Type

2015: Demand & Supply in annual dollars
Calculated using TAS Retrieval Retrieval



Nov 14, 2018

Trade Area Comparison		1245 Dixwell Ave - 1.00 Minute Drivetime	80 Boston Post Rd - 1.00 Minute Drivetime
Food and Beverage Stores	Grocery stores (NAICS 4451)		
	Total Demand	\$4,301,437	\$1,781,961
	Total Supply	\$38,144,470	\$2,642,420
	Unmet Demand (Demand - Supply)	-\$33,843,033	-\$860,459
	Specialty food stores (NAICS 4452)		
	Total Demand	\$135,351	\$56,156
	Total Supply	\$238,339	\$118,199
	Unmet Demand (Demand - Supply)	-\$102,988	-\$62,043
	Beer, wine, & liquor stores (NAICS 4453)		
	Total Demand	\$551,468	\$228,625
	Total Supply	\$1,613,042	\$1,360,818
	Unmet Demand (Demand - Supply)	-\$1,061,573	-\$1,132,193
Health	Health & personal care stores (NAICS 4461)		
	Total Demand	\$2,676,316	\$1,097,215
	Total Supply	\$8,278,700	\$7,277,948
	Unmet Demand (Demand - Supply)	-\$5,602,384	-\$6,180,734
Gasoline	Gasoline stations (NAICS 447/4471)		
	Total Demand	\$3,611,947	\$1,510,851
	Total Supply	\$7,347,527	\$11,479,485
	Unmet Demand (Demand - Supply)	-\$3,735,580	-\$9,968,633
Clothing and Accessories Stores	Department stores (NAICS 4521)		
	Total Demand	\$1,210,170	\$508,421
	Total Supply	\$0	\$5,380,953
	Unmet Demand (Demand - Supply)	\$1,210,170	-\$4,872,532
	Other general merchandise stores (NAICS 4529)		
	Total Demand	\$2,868,333	\$1,197,990
	Total Supply	\$5,679,284	\$8,171,607
	Unmet Demand (Demand - Supply)	-\$2,810,951	-\$6,973,617
	Clothing stores (NAICS 4481)		
	Total Demand	\$1,510,704	\$627,910
	Total Supply	\$22,274,719	\$3,001,097
	Unmet Demand (Demand - Supply)	-\$20,764,015	-\$2,373,187
	Shoe stores (NAICS 4482)		
	Total Demand	\$198,458	\$83,837
	Total Supply	\$0	\$694,182
	Unmet Demand (Demand - Supply)	\$198,458	-\$610,344
	Jewelry, luggage, & leather goods stores (NAICS 4483)		
	Total Demand	\$227,029	\$94,496
	Total Supply	\$122,373	\$166,806
	Unmet Demand (Demand - Supply)	\$104,655	-\$72,308
Specialty Retail	Electronics & appliance stores (NAICS 443/4431)		
	Total Demand	\$803,893	\$409,860
	Total Supply	\$1,992,249	\$4,059,974
	Unmet Demand (Demand - Supply)	-\$1,188,356	-\$3,650,114
	Sporting goods/hobby, & music instrument (NAICS 4511)		
	Total Demand	\$461,335	\$191,458
	Total Supply	\$229,099	\$1,232,478
	Unmet Demand (Demand - Supply)	\$232,236	-\$1,041,020

Town of Hamden Office and Industrial Markets, 2018

Census Tract	Office Market				Industrial Market			
	Buildings	Spaces	Absorption (SF)	Vacancy Rate	Buildings	Spaces	Absorption (SF)	Vacancy Rate
90091659.00	10	0	2,180	0.5%	49	2	(447)	4.2%
90091660.02	32	14	(727)	4.8%	1	0	0	0.0%
90091660.01	61	18	8,986	4.9%	7	0	1,174	4.3%
90091658.01	0	0	NA	NA	2	0	0	0.0%
90091658.02	0	0	NA	NA	0	0	NA	NA
90091657.00	1	0	NA	88.6%	0	0	NA	NA
90091656.00	19	1	1,296	4.1%	2	0	0	1.5%
90091655.00	8	1	0	5.7%	22	1	(3,396)	2.1%
90091654.00	7	0	240	2.5%	25	1	15,819	4.9%
90091653.00	7	7	55	8.1%	4	0	1,000	1.3%
90091651.00	11	3	320	17.2%	22	6	(8,314)	2.8%
90091652.00	3	0	0	2.8%	0	0	NA	NA

Note: Absorption and vacancy rates are displayed in 5-year averages for each census tract

Source: CoStar, Camoin Associates

EVOLUTION ENTERPRISES LLC

P.O. Box 185636, Hamden, CT 06518

Telephone: (203) 248-3677 Facsimile: (203) 248-3674

E-Mail: rpearce@evolutionllc.com

Memorandum

To: Hamden Economic Development Commission
From: Richard A. Pearce
Date: October 29, 2018
Subject: Hamden Business Assistance Center Update

Since my last update to the Commission dated 2/18/18 the Business Assistance Center (BAC) has continued to provide a valuable service to Town residents, those seeking to start a business within Hamden's borders, and existing Town businesses. As of this writing we have served over 300 distinct requests for assistance. Dale has asked me to focus attention on what the performance has been, the trends observed, and the characteristics of the clients of the BAC have been over the past three years.

Performance:

From January 2, 2016 until this writing we have served 46 new and unique clients. Some of these clients were met with once and thanks to that meeting were able to self-determine that they were not ready to move forward with their business idea. I consider this to be a valuable serve in and of itself as it eliminates a lot of frustration and wasted time on behalf of the client and service providers (technical services providers, lenders, landlords and others). Although it may be determined that the time is not currently right to move forward with their business dreams, by having the initial meeting at the BAC, they leave better informed and equipped to go forward with their entrepreneurial pursuits when the time is more appropriate.

Although we met with 46 new and unique clients during the time period being discussed we held 110 total client meetings.

Of these 46 new clients:

- no more follow up is anticipated with 13;
- 23 clients still have some form of contact with the BAC (telephone consults, meets, document review etc.);
- 3 are still very active (writing and revising business plans, filing formation documents, seeking financing etc.)

- 4 new businesses were started with our assistance; Fanar Consulting (Intercultural Coaching) – Dr. Ghada Angawi; Core Site Services (Construction site work) – Allen N. Page; Holistic Angels (Healthcare Advocacy for senior citizens) – Dorothy Burgos; Dairwood Luxury Coaches (Luxury Coach Company) Dairwood Vereen & Deidra Scruggs.
- 3 established Hamden businesses were assisted; Moon Rocks – Marnie Esposito; Mountainview Wellness (Health & Wellness facility) – Julie Bailis; Route 25 Junk Haulers (Trucking) – Latesha Harris & Marvin Duntly

Trends and Characteristics:

When the BAC first began, all client meetings were held in our offices at the Government Center. We did some outreach in the first couple of years by visiting area businesses to introduce ourselves and the services that we provided. We initially had student interns from Quinnipiac University that helped with this outreach effort and administration of the BAC (following up with clients, scheduling meetings and participating in some, filing, etc.) For the past 6-8 years Mr. Pearce has assumed all of the former functions of the interns in addition to providing counselling and technical assistance.

Since the beginning of 2016 there has been a shift in the number of face to face client meetings with more client communication done via e mail and texting. These communications may cover simple questions such as recommendations for accountants, attorneys, and other business services providers, to critiquing progress on business plans, cash flow projections and pro-forma profit and loss statements. Over this period of time there has also been a shift to clients having more formal and/or technical education than had been evidenced in the early years of the BAC. Most of our clients are college educated and female. I really don't know why this is the trend but have speculated in the past that not necessarily being the primary bread winner of the family, having a greater acceptance for risk taking, a strong desire for financial independence, and a greater ability to multi task make females more inclined to entrepreneurship.

In the early years of the BAC we experienced many individuals seeking to open day care centers (of which we helped a few to get established), hair and nail salons, and food establishments. The day care center interest seemed to have been driven by the market demand at that time which seems to have slowed somewhat. The other market segments aforementioned seemed to be driven by relatively modest start up cost and the strong desire to be one's own boss.

Over the past almost three years the trend for those seeking assistance from the BAC is much broader and generally requires higher levels of formal education or special skills. Areas such

as property management, substance abuse programs, consulting (of various types), communications, educational training, material brokerage, women's services, trucking, and engineering are but a few examples of the diverse nature of our current clientele.

We have also branched out to assist existing Hamden businesses that find themselves in financial difficulty. We help these business owners identify the true underlying cause of their difficulties and then help them devise, and implement, strategies to correct their situation.

Outreach:

- Although we no longer go out into the community knocking on doors we have developed and continue to refine our outreach efforts. These activities include business seminars which are organized and conducted by Mr. Pearce (during the period under discussion held in May 2016) based on topics which an interest has been expressed by the business community and aspiring entrepreneurs. Mr. Pearce recruits' experts in the topics covered by these seminar sessions which are typically held over a period of several days. The May 2016 seminar topics covered included; **Starting and Growing your business (the business plan and other basics): Marketing your business: Financing your business and How to do business with the Federal Government and the State of Connecticut:**
- We also attend the Town's Business Cluster meetings and help man the Town's booth at various Expos and Trade shows.
- A series of pod cast have also been produced which streams on the Town's web site. Speaking of web sites, this has become an ever-increasing way that clients initially find out about the BAC. Lastly, our relationship with the Hamden Chamber and the word of mouth referral from former BAC clients have resulted in fledgling and established business people seeking our assistance.

My 40 plus years of working closely with business owners throughout all industry lines, as a banking executive and business consultant, to help them grow their businesses and overcome their impediments continue to well serve the needs of our BAC clients. I look forward to continuing this service and welcome expanding our profile to the occupants of the Town's planned Business Incubator.

Hamden Business Assistance Center Client Activity							
Client Name	Business	Initial Date of Contact	Source of Referral	Service Required	Referred To	Email Address	Phone
Kathleen S. Telman	Conforti's Candy Shoppe	8/25/2005	Economic Development	Organizational help/Bus Plan. Help purchasing a Hamden bus.	WBDC/Town Clerk	No Listing	
Lori Mazar-Hedman	All For Fun Entertainment	21 Sep	K. Telman	Organizational help/Bus Plan. Help purchasing a Hamden bus.	WBDC/Town Clerk		
Stephen Goldiamond	Code Phenomix Ent.	31-Aug	Mayor Amento	Bus Plan / Entrepreneur training	CSBDC		
Thomas Vento	Supreme Copy	9/8/2005	Economic Development	Financing/Bus Plan/Entrepreneur training	New Alliance Bank/CSBDC	No Listing	No Listing
Eric & Andrea Pascarella	Unique Steel	9/29/2005	Economic Development	Financing/Bus Plan	CSBDC/Orbank		
Mary White	Glorius Design for your Home	10/14/2005	Economic Development	Employment/Bus Plan/Organizational help	See Hutchinson/WBDC/Town Clerk		
Patricia Pulisciano 687 Pine Rock Ave	True Care Insurance	10/20/2005 1/5/2007	Met at Chamber function	Intern/employee hiring help	Chamber/ Workforce Alliance, QU	ppulisciano@snr.net	203-230-0543
David Hubbard	N/A	11/7/2005	See Hutchinson	Employment help	Pair College Placement Office		
Janine E. Roethlis	Home Solutions Referral	1/27/2006	Newspaper coverage	Marketing plan/Basic business training	WBDC/CSBDC		
John E. Whetzel & Mother	Sunset Landscaping	1/31/2006	Newspaper coverage	Type of business formation, tax ID #s, legal guidance etc.	Altay Cierello		
Arelious D. Higgie	Arelious Call	2/3/2006 1/5/2007	Word of mouth	Business Plan/Basic business Training	CTCK business plan template/CSBDC	No Listing	203-752-1859
Mohammad Kircsum	Bus Consulting	2/24/2006	Newspaper coverage	Business Plan.	A+ Accounting, Attorney		
Michael Clark	Bus Consulting	2/24/2006	Newspaper coverage				

Anne Deslaurier	New Haven Register (Tranly farm)	3/1/2006		Assistance with capital and financial resources	CSBDC and Cardella, Steven, P. Esq.		
Chunshyan "Sammy" Patel	Kash Patel LLC (Liquor Store)	2/22/2006	Walk In	Assistance with dgm			
Susan Cohen	Lasting Touch Massage	3/20/2006	Referral from Nancy				
Linda Taylor	Jewelry / Direct Sales/ MLM	3/31/2006	W Business Connection	Marketing Business Plan	Maybe CSBDC/WBDC		
Vivian Fripp-Elliott	Sewing	4/7/2006	Start a sewing business	Marketing/Employees	CSBDC		
Charmagne Verreen	Day Spa	4/17/2006	Start a day spa with her husband Elwood	Everything, Business Plan	CSBDC		
Sophia Bertram	Real Estate	5/1/2006	Real Estate Purchase	Legal work			
Matthew Sawyer	House Painting	5/5/2006	Personally known by Richard Pearce	Start up Incl. business planning and formation	Town clerk, business plan template given		
Dana Reid	Gift Baskets	5/8/2006	Economic Development	Start up Incl. business planning and formation	Town clerk, business plan template given		
Karen Kleihman	N/A	6/5/2006	Known by R. Pearce	Start up Incl. business planning and formation	Attorney Steve Reinick/ CSBDC/WBDC/ Sue/ bus. plan template given		
Lionel Rieger	Essential Info	6/5/2006	Known to R. Pearce contacted at Bus.	Start up Incl. business planning and formation	Town clerk, business plan template given/CEOP		
Jason Crowell	Images of Fascination	6/9/2006	Economic Development	Start up Incl. business planning and financing	CSBDC		
Lourdes Moutinho	N/A	6/26/2006	Economic Development	Organizational/Informal help Business plan, advised how to establish and LLC	N/A		
Nancy Candito 43 Beverly Road	C + M Cleaning	12/14/2006 1/5/2007	Economic Development	Business plan/marketing	provided in house by temp referred to Hamden Chamber of Commerce	No Listing	203-248-9811

Rita Obere-Adjei 32 Townhouse Road	Walk in Medical	12/15/2006 1/5/2007	Pamphlet in Library	Location/business formation/ BP	In house Business Plan template, CMSDC, Hamden Chamber,		203-288-5326
Michelle Hodson 80 Daves Avenue	Jazzercise	12/28/2006	Pamphlet given to her by a Business Plan/Financing	Organizational assistance/ Bus. Plan	In house Business Plan template, Info on Micro Loan		203-248-4202
Jonathan Cervero 41 Mills Street	J.D.C. Services	1/9/2007	Hamden Chamber of Comm	BP/Marketing Plan, Financing, Organizational assistance	In house BP template	No Listing	203-287-2274
Glen Campbell 103 Beacon Street	Taste of Jamaica	1/25/2007	Economic Development	BP/Marketing Plan, Financing, Organizational assistance	BP template, arranged meeting w Elia Whitney, assigned QU interns	No Listing	203-248-9607
Michael Knight 1015 Blawell Ave	Knight's X-treme Cuts	1/31/2007	Acquaintance of Rich Peary	BP/Business formation, on Micro Loan Program register trade name, get copy of lease needs 2 more quotes for sign grant break down receipts into categories get a letter from landlord for reduced payments	BP, provided info on Businessformation mkngh1300@aol.com		203-410-6753
		2/14/2007					
David Spector 2411 Whitney Ave	Santores Deli-Closed	1/31/2007	Economic Development	Financing, Business Organization,	Provided in house BP temp, instruction on Business formation	No Listing	203-457-0315
Michelle Dasano 62 Chatham Street	Over the Top Oil	2/7/2007	State of Connecticut	Business Organization/ Business Plan/ Financing	BP temp, instruction on Business formation		
Dawn Dwyer 58 Michael Road	Over the Top Oil	2/7/2007	State of Connecticut	Business Organization/ Business Plan/ Financing	Provided in house BP temp, instruction on Business formation		203-507-5083

	Lisa Head 118 Button St. New Haven	Female Youth Services	2/9/2006	Acquaintance of Rich Pearce	Business Plan/ Business Organization	HBAC	No Listing	203-782-5952
	Patricia Burth 3438 North Street New Haven 06511	Caregiving Services	3/20/2007 10/10/2007	Received advertisement	Business Plan/ Business Organization	HBAC	No Listing	203-772-0393
	Surabman Patel 164 Breenwood Dr	Convenient Store Learning Center	3/15/2007	Economic Development	Business Plan/ Business Organization	HBAC	No Listing	203-287-9465
	Subarna Sharma 101 Skyview Circle	Convenient Store Learning Center	3/15/2007	Economic Development	Business Plan/ Business Organization	HBAC	No Listing	203-288-3012
	Jianliang Shi 760 Mix Ave	ChemPhile	4/13/2007	Website	Business Plan/ Business Organization	HBAC	No Listing	203-228-4505
	Suzan Chambers 244 Edgell Road	Juice Bar	4/25/2007	Handen Library	Business Plan/ Business Organization/ Financing	HBAC	No Listing	203-495-9130
	Sara Lane 849 Pine Rock Ave	Grl Friday Services LLC	4/23/2007 10/10/2007	Piper	Business Plan Template	HBAC	girlfridayervices@smc, 203-288-7717	
	Derron Johnson 442 Mix Avenue	Witherspoons	4/19/2007	Aunt	Business Plan/ Business Organization	HBAC		
	Donald White 50 Bear Path Road	Diversified Multimedia	4/17/2007	Richard Pearce	Business Plan/ Business Organization	HBAC	No Listing	203-248-5715
	Michael Germano 34 3074 Whitney Avenue	Carrot Web Design LLC	5/2/2007	Economic Development	Business Plan/Form a holding Company	HBAC/ Attn Robin	mike@carrotwebdesign, 203-649-6413	
	Teresa Fields 1235 Whitney Avenue	Coffee Shop	5/9/2007	Economic Development	Business Plan/ Financing	HBAC/ Micro loan	legalfoundshanden@a, 203-288-1252	
	Mary Dobb 32 Gordon Street	Personal Chef	5/9/2007 10/10/2007	Chamber	Business Plan/ Business Organization	HBAC	No Listing	203-487-0110
	Steven Gallo	Hot Spot	5/22/2007	Sue	Business Plan/ Business Organization	HBAC		
	Luther Cooper 289 Knob Hill Road	LTD	5/25/2007	Scott Handelman	Business Plan/ Financing	HBAC	hld4@comcast.net	203-287-1445
	Troy Hile 1650 Dixwell Ave	Damascus Stone	6/5/2007	Robert Luzzi New Haven	Financing	Micro loan	bradjarvis3@comcast.net	203-401-9159

	Robert Rubin 900 Mt. Ave	NA	7/3/2007	Father Alex Rubin set meeting	Business Plan/ Financing	Too early	No Listing	203-230-3260
	Martha Rowe 36 Manila Avenue	NA Bakery Shop	7/13/2007	Economic Development	Business Plan/ Business Organization	HBAC	metbourne@shsglobal.net	203-397-5299
	Scott Troil 3830 Whitney Ave	Purchase Roy's Transmission Repair	7/13/2007		Financing / Deal Structure	HBAC		203-407-9154
	Karyn Breats 51 2337 Whitney Avenue	Family Chiropractic & Wellness	7/13/2007	Dale Kroop	Debt restructuring/ New financing	HBAC/CEDE	dfrurym@chasingswiftnet	203-288-0607
	Raja Reddy	Indian Restaurant	8/8/2007	Economic Development	Business Plan/ Business Organization/ Location	HBAC		
	Irving Joe D'Genta 749 Mt. Avenue	Convenience Store	8/8/2008 10/10/2007	Economic Development	Business Plan/ Business Organization	HBAC	joejd1991@yahoo.com	203-434-0078
	David Chapell 21 Norwood Terrace Trumbull	Pastisserie Normande	8/10/2007	Economic Development	BP/ Business Purchase	HBAC	No Listing	203-452-7446
	Todd Cotton 424 Newhall Street	Ebony Lounge	8/27/2007	Economic Development	Business Plan/ Financing	HBAC		203-389-2026
	Marta Anthony 700 Hartford Turnpike	Cuddle Time Day Care	9/5/2007	Economic Development	Business Plan/ Business Organization/ Financing	CTCIC/HBAC	ralphA747@aol.com	203-248-0566
	John Carter 319 Means Street	start up dell	9/5/2007	Economic Development	Business Plan/ Business Organization	HBAC/SCORE Seminar	No Listing	203-497-8218
	Clarence Collins Jr. 293 Goodrich Street	Convert auto repair bsn into self serve car wash	9/11/2007	Economic Development	Business Plan/ Financing	HBAC/CTCIC	bdalst23@yahoo.com	203-624-5695
	Scott Esdale 192 Drexell Ave	New Haven First Fridays LLC	9/11/2007	Known to RAP	Business Plan/ Business Organization/ Financing	HBAC/CSBDC/ Investors	scotx2001@yahoo.com	203-387-1855
	Janet Gambardella	Dance Unlimited LLC	9/25/2007	Economic Development	Growth/locations/ financing	HBAC/EDO	dancetwunlimited@yahoo.com	
	Simon Mieres 21 Power Drive	Invention	10/9/2007	Economic Development	Forms of Business/ Business Plan/ Patent Process	HBAC	No Listing	203-288-0126
4.	Joseph DeRisi 39 Manila Avenue	Urban Miners LLC	10/22/2007	Town web site	Business Plan/ Location/Financing	HBAC/EDO	joe@urbanminers.com	203-287-0852

Kenney Powell 1315 Dixwell Ave	Elm City Tenn Dance Club	12/7/2007	Economic Development	Business Plan/ Financing	Micro/Loans	No Listing	203-535-0064
Eric Spearman 584 Gilbert Ave	Operation Kingdom Movement Inc.	12/14/2007	refunded by an acquaintance of R. Pearce	Business Plan/ Financing	HBAC	No Listing	203-915-1428
Jean Scott/Daryl DeMarco 33 Plaza Terrace	Priority Appraisals	1/24/2008	Economic Development	Business Plan/ Formation/Financing	HBAC	No Listing	203-671-0447
Edward Peterson 309 Fairview Ave	e Drake Real Estate	1/30/2008	Known by R. Pearce	Business Plan/ Financing	HBAC	cd@cedrakerrealestate.com	203-399-6484
Valerie Denny 453 Newhall Street	Lil Lite Daycare	2/5/2008	Economic Development	Business Plan/ Formation/Financing	HBAC	loverval06@aol.com	203-786-5480
Natasha Luling 2 Kopy View Plaza E3	Take out restaurant	1/11/2008	Economic Development	Business Plan	HBAC	No Listing	203-287-9710
Jawara Webster 448 Mix Avenue	Totally Spoiled	1/22/2008	Unknown	Business Plan/ Marketing/Financing	HBAC	No Listing	203-230-9413
Leslie Reyes 20 Anger Street	Sunshine Preschool	2/29/2008	George Perez/ Economic D	Business Plan/ Financing	HBAC/CTC/C/CH/rycsnbp@aol.com	203-230-0209	
Mark Peruzzi 155 Knoll Rd	Absolute Best Lawncare	3/10/2008	Mark Candido Quinlupac	Micro Loan	HBAC	absolutebestlawncare@aol.com	203-589-1829
Jessica Hazan 161 Westminster Street	The Soup Girl	3/11/2008	Economic Development	Business Plan/ Formation	HBAC	info@thesoupgirl.com	203-727-3430
Paul Villagas 42 Whiting Street	Maggie's Cleaning	3/18/2008	Economic Development	Business Plan/ Formation	HBAC	No Listing	203-503-0050
Karen Abbrucato 45 Duane Road	A Multi Media Arts Co.	4/3/2008	Economic Development	Business Plan/ Formation	HBAC		203-230-8591
Gerry Jackson 132 Hightop Circle	Architectural Drafting & Design LLC	4/8/2008	Economic Development	Business Plan/ Financing	HBAC	gjdrafting@comcast.net	203-668-5211
Micraele Deschino & Diane Descho	Doggie Daycare	4/8/2008	Economic Development	Business Plan/ Formation/Location	HBAC		203-248-9610
Karen Deng 2380 Dixwell Ave	China Lantern	4/16/2008	Economic Development	financing	HBAC	No Listing	203-288-2039
Yvonne Jones	Educational Services Call D.E.S.T.I.N.E.D to Succeed	4/18/2008	Dartlene	Business Plan/ Formation	HBAC	mrsjones@destined2suec203-389-2142	
Laverne Jackson 108 Morse Street	Lt's Finest	5/1/2008	Economic Development	Business plan	HBAC	No Listing	203-887-1825
Deborah Schuman 3584 Whitney Ave	Giant View Cafe-CLOSED	5/12/2008	ED Office	financing	HBAC	No Listing	203-464-2074

Michael Bennett 60 Deerfield Drive	The Imagination Station	5/13/2008	Web site	Business Plan/ Formation/Financing	HBAC	No Listing	203-407-1116
Jason Gattison & Crystal Simono 2375 Whitney Avenue	French Twist	5/16/2008	News article	Business Plan/ Reorganization	HBAC	No Listing	203-772-3383
Marybeth Keating 2619 Whitney Ave	Keating Fuel	5/20/2008	Economic Development	Business Plan/ Strategic Planning	HBAC	No Listing	203-281-5981
Douglas Peery 151 Four Road Road	Gilts By Moonlight 4133 Whitney Ave	5/30/2008	News about Hamden as R33	Business Plan/ Financing	HBAC	gilltdbymoonlitc@aol.com	203-230-8972
Mark Varrington 812 Aspen Glen Dr	MDV Global	6/2/2008	Hamden Chamber	Export/Import Financing, Business Plan	HBAC	matthew@generalmail.n	203-988-4313
Roger Johnson	Advanced Technology Education Center	6/2/2008	Economic Development	RE downpayment loan	HBAC	rogerjohnson02@gmail.k	203-787-6623
Antonietta Scirocco & Josephine Scirocco 58 Shift Street	Elm City Jewelers-Closed	6/18/2008	Economic Development	Business Plan/Loan Request	HBAC	No Listing	203-281-7029
Zeynep Ucak 1926 State Street	Limon Fine Foods-Closed	7/1/2008		Loan request	HBAC	No Listing	203-562-1130
Patrick Dolan 471 West Main Street Branford, CT	First Class Transmissions and Automotive Sales	7/15/2008	Known to Richard	Business Plan/ Financing	HBAC		203-915-3689
Robert Musial 740 Mix Ave Ste 102	Lone Wolfie Printing LLC	7/9/2008	Hamden Chamber	Business Plan/ Financing	HBAC	No Listing	203-444-5131
Saad Gharier 40 Pownall Road Q66 New Haven 06513	Hair Salon	7/31/2008		Financing	HBAC	gladsterstac@acglobal.n	203-467-9673
Chrystal Moore 60 Second St	Women's Serenity House	8/12/2008		Business Plan/ Financing	HBAC		203-603-0018
Irina Johnson 142 North Street	Meechie's Sweetheart Studio	8/14/2008		Business Plan	HBAC	meechie'ssweetstuv@bcgch	203-996-3658
Kerlan Jeasen 2600 State Street	Stage Street Music	9/9/2008		Business Plan/ Financing	HBAC	saxofens@hotmail.com	203-230-2186
Clarke Darinley 891 Dixwell Avenue	Top Yard Mining	6/1/2007				cdclarke31@verizon.net	203-785-8310
Nicole Expert Tatiana Dukes		9/28/2007					
135 Church Street		11/20/2007				No Listing	203-407-0033

Faith Kasor-Chau	452 Forest Road	Priority Health Care	8/14/2008				palavahu152@gmail.com	203-215-2457
Victoria McGeorge	365 Mather St. Unit 21		11/2/2007				vanm824@yahoo.com	203-824-2561
Dawn White-Bracy	50 Kenial Road	Sister's Journey	2/28/2008				sistersjourney@sbglobal.net	203-288-3556
Joan Costello	39 Hillcrest Avenue	Restaurant	9/22/2008			Financing	criscath2@gmail.com	203-215-0496
Michael J. McInerney	2373 Whitney	Capitol Apizza	10/7/2008			Equipment & Financing	mjm12854@sbglobal.net	203-248-7457
Lisa M. Antonecchia	153 Promenade Drive	Creative Concepts by Lisa, LLC (Event Planning)	10/9/2008			Everything, Business ement	creativeconceptsbylisa@	203-500-3685
Peter C.J. Alexander	184 Fans Rock Road	Business Data Solutions LLC	10/15/2008			Contacts and Staff Help	peteralexander@optonline	203-610-2530
Elliot Santiago	21111 Town Walk Dr	Pet Health Group Corp.	10/17/2008			Legal advice (labor laws) and Financing	elliot@petboutik.com	203-691-1720
Cynthia N. Bobo	243 Hechen Street	Garrison House Daycare	10/30/2008			Business Plan/Financing/Building Infrastructure	No Listing	203-287-0117
Charoy J. Dobry	2781 Dixwell Avenue	P.L.A.C.E. Children's Museum & Art Center	10/30/2008	BAC and Economic Development Office	Needed to create a business plan; only issue was time. Currently need training and even need intern	HBAC - Received additional business planning help from Richard Pearce	debby@dcharys@gmail.com	203-271-2589
Vincent White	15 Rockview Road	Evening Star CDC	12/10/2008			Business Plan/ Resources/Financing	vwhite12@aol.com	203-88707628
Silvia Ulrick (Isoon Burg)	112 Ermo Terrace	Silvia Graphics	12/10/2008			Business Plan/ Networking	silvia.graphics@comcast	203-435-8035
Elizabeth B. Wilson	3565 Whitney Ave	Lizzy B LLC	12/23/2008			Business Plan/ Financing	gramp51@hotmail.com	203-623-5378
Kenneth Griffin	53 Hahson Avenue	Golf Coast Chicken Company	1/6/2009			Education & Financing	ke-griffin@sbglobal.net	203-230-5956
Eric McLoughlin	26 Corporate Ridge	Little Shop of Howlers	1/16/2009			Business Plan/ Financing	littleshophowlers@gm	203-288-1089
John Micknack	43 Summerhill Rd	Reaction LLC	1/26/2009			Employee's & Location (Space)	jmicknack@yahoo.com	203-543-3052
Kevin Moore	810 Shepard Ave	Good 2 Go	2/24/2009	Website	Business Plan/ Fermentation	HBAC	jmoore44@yahoo.com	203-230-2671

Mark Zarrillo 21 Manor Street		3/19/2009	Sue Hutchinson	Business Plan/ Financing	HBAC	markz@att.net	203-248-2614
Cameron Moody Whitney Ave	The Glan View Cafe	4/2/2009		Business Plan/ Financing	HBAC	kenneddy@gmail.com	203-280-1118
Marcie Carroway 277 Chapel Street 2C New Haven 06513	Covering 87 LLC	4/2/2009	Camille Brown	Business Plan/ Financing	HBAC	m/carroway@msa.com	203-316-1911
Tara Kerrigan 245 Ives St	Terrace of Beauty	4/3/2009		Business Plan/ Financing	HBAC		203-287-1007
				Business Plan		Referred to Quinnipiac Bank for funding	
David Martin 170 Nutmeg Lane, Stratford	David Martin & Co. Theatre	4/7/2009	Originally searching grant money from the town (considered business educational)	Business Plan/ Financing	HBAC	arcangelproductionsinc@	310-467-6760
Andre Ngranham	snacks & soft drink business	6/19/2009	website	Business Plan guidance on wholesalers	HBAC		
Bernie Tito 1690 Diswell Ave	Event planning business	7/9/2009	Handen Chamber	Business Plan/ Permutation	HBAC	btito2602@yahoo.com	203-688-2444
Art Banton 57 Collins Street	Palace Builders	7/24/2009	Chris Marchand, Economic and Community Development	minority certification with the State Funding and Growth Opportunities from the Town	HBAC, No Service	kemgethandarchi@bcpd	203-410-1825
Ebony Little 603 Newhall St		8/31/2009		Financing	HBAC	dlcxsu952002@aol.com	203-776-1912
Reggy Jean 163 High Top Circle	One Stop Event Center	9/4/2009		Business Plan	HBAC	p9227112@aol.com	203-389-6174
Nick Razzette							
Edward Ricciardi 555 Sherman Ave	Clean Gear of Connecticut					emricciardi@snet.net	203-288-2558
Edward Doolihal 2901 Diswell Avenue	Aging at home					No Listing	203-248-0127
Torony Smith 314 Highland St. W. Haven	Medical Supply Supplier	7/1/1905	Economic and Community Development	Grant Writing Assistance	return: Not sure why she was never able to get in touch	smithtoray@yahoo.com	203-691-7216
Jacqueline Boyce-Charles 61 Carbonella Drive	The Clifton House		Call Iris in regards to propos			boyceci@gmail.com	203-996-5179

	Tris Aguero								
	126 West Side Drive	Mina's Spanish Cuisine	10/13/2009	Economic Development	Help with Business Plan/ Financing	HBAC	No Listing	203-676-3970	
	Robert Ide & Tony Murata	Pet Boarding/Daycare	10/15/2009	HBAC Seminar	Help with Business Plan/ Financing	HBAC	chrtide@yahoo.com	203-248-1069	
	85 West Meadow Road	Reaching Hands Community Dev. & Outreach	10/21/2009	Call in regards to scheme of thing such as progress	Help with Business Plan/ Financing	HBAC	nowelc2097@hotmail.com	203-589-0379	
	Justin Hill								
	966 Winchester Ave	Diamond in the Rough (Used Furniture)	10/28/2009		Help with Business Plan/ Financing	HBAC	happydays6484@yahoo.com	203-288-1282	
	Peter Bloomfield								
	59 Collins Street			Schedule an app. almost finished with business plan already completed cash flow and she has been revising it	Help with Business Plan/ Financing	HBAC	terrine.adams@quick-tech.com		
	Lorraine Adams	Quick Tech	10/29/2009		Help with Business Plan/ Financing	HBAC	terrine.adams@quick-tech.com		
	1418 Duwell Avenue								
	Susan Abbigliet		11/3/2009		Help with Business Plan/ Financing	HBAC	susan.collins@yahoo.com	203-606-1808	
	49 Bedford Avenue								
	Derek Miraballo	Miraballo's Gallery	11/3/2009	Mimzy Coleman (Hamden Arts Commission)	Help with Business Plan/ Financing	HBAC	derek@miraballosgallery.com	203-430-9234	
	108 Deepwood Dr				Revising Business Plan (looking over different aspects)				
	Christian Pinchira			Call to follow up on progress	Help with Business Plan/ Financing	HBAC	No Listing	203-675-5528	
	208 Katherine Dr		11/6/2009						
	Darren Smith	Neighborhood Housing and Development	12/0/2009		Help with Business Plan/ Financing	HBAC	husswuregons@hotmail.com	203-405-3019	
	60 Connolly Parkway			Does not Remember	Looking for help on Business Plan				
	Esmer Rugelio	Healthcare Green Clean Specialist	11/19/2009		Help with Business Plan/ Financing	HBAC	k-arden@yahoo.com	203-287-8942	
	101 Tanglewood Drive								
	Tony Evans	The Grill	3/31/2010		Help with Business Plan/ Financing	HBAC	thevans44@yahoo.com	203-389-2268	
	1539 Duwell Avenue								
	Maziah Clark	The Smart Start (Preschool and Learning Center)	3/31/2010		Help with Business Plan/ Financing	HBAC	mnc18_g2@yahoo.com		
	4133 Whitley Ave								
	Janie Willis								
	108 Thornton St	One 42 West Generation BB	1/21/2010		Help with Business Plan/ Financing	HBAC	one42burke@aol.com	203-752-7125	

	Murata & Suzanne El-Zoul 365 Mather Street	Al-Rasha	5/27/2010	Dale Kropp, Economic and Community Development	Business Plan/Formation/Financing	HBAC	source1977@hotmail.com	203-691-1168
					Seeking a \$50,000 business loan; willing to provide collateral	Instructed to submit app to CDF; referred to QU Bank; provided with various books		
	Lisa Stowe 4 White Dr	Sell Fruit along canal walkway	6/3/2010		Business Plan	HBAC	lisa.stowe@comcast.net	203-605-2885
	Pamela Joyce	Pam's Treats	6/16/2010		Financing, TA	HBAC	joycecd0g@shoglobal.net	203-773-3925
	Amy Scadig 131 Gilbert Ave		6/21/2010		BP	HBAC	scadig@shoglobal.net	203-248-2484
	Carlos Reyes 5 Hesse Rd	Carlitos Inflatables	7/6/2010	Town website	Business Plan/Formation	HBAC	carlitos_inflatable@yahoo.com	203-887-0303
	Cheryl Peckham 19 Saint Michel Dr	LadyStar Cleaning	7/12/2010		Convert to LLC/Business Plan	HBAC	ladystar1982@yahoo.com	203-589-9950
					Business Plan/Financing			
	Monica Vergilio 21 Rosevelt St	Pre-School	7/6/2010	Friend	Wanted to open day care; had general inquiries. Want to do something about high overhead	HBAC/Received packet to teach how to write Business Plan	mvegnomof@yahoo.co	203-907-8820
	Theresa Boyd 1012 Dixwell Avenue	T's Soul Food	10/27/2010	Land lord	Obtain LLC status/Business Plan/Financing	HBAC	tboyd@sec.net	203-387-3610
	Stephen Weston 89 Carleton Street	SBW Consulting	11/2/2010		Business Plan/Formation	HBAC	stephen.h.weston@gmail.com	203-789-8171
	Karen Edwards Creggan 1100 Still Hill Road	Creggan's Critter Care	11/30/2010		Business Plan/Formation	HBAC	karen1100@comcast.net	203-623-1100
	Charles & Rosemary Rastler 400 Centerbrook Rd	Seniors Helping Seniors	12/17/2010	Economic Development	Review Franchise opportunity	HBAC	chruckr@yahoo.com	203-281-4778
	Lemuel Pagan 55 Easton St	L & D House Maintenance	1/11/2011	Economic Development	Business Plan/Formation	HBAC	No Listing	203-624-2624
13	Tony Civitello 1839 Dixwell Avenue	Civitello Biscotti Food Service	1/14/2011	Economic Development	Food licensing, marketing, packaging	HBAC	tcung@civitello.com	203-915-2906

				General inquiries: Looking for inspection. Also looking for business plan revision	Sent to request approval from the Department of Consumer Protection	
Khalid Pathan 969 W Main Road Middletown, RI	Convenience Store	3/18/2011	Richard Pearce	Looking to open business in Hamden; moved into East Haven for job purposes	CEDF / HBAC	No Listing 908-489-0995
Edith Peers 20 Elliot Dr	Ezekiel's Wheel	3/23/2011	Richard Pearce	Business Plan/ Financing	HBAC	home9154@aol.com 203-387-6710
Lizzie Maderda 156 Helen St	A Cafe	4/13/2011	Economic Development	Business Plan/ Formation/Financing	HBAC	lzmaderda@yahoo.com 203-407-0609
Stephen Saliers 3 Tyler Rd, Milford	Elvises of Love	5/12/2011		Business Plan/ Financing		stephen.saliers@mac.com 203-870-9941
Andrew Marchant-Shapiro 280 Washington Ave	River Bridge Resolutions	6/3/2011		Organization		marchantshapir@gmail.com 203-824-6985
Michiyu Suzuki 434 Dendow Hill Rd	Studio Michi-Closed	6/17/2011		Start-up		michiyos@earthlink.net
Willia Horowitz 130 Mt. Sanford Road	Acuity Hearing Solutions	6/30/2011		Help with Business Plan - financing for equipment		willahorowitz@aol.com 203-248-0291
Elizabeth Rio 31 Dunn Road	Life Style Change Company	9/6/2011	Economic Development	Business Plan/ Financing	HBAC	erio@skorshy.com 203-520-5354
Julien Sczaf 208 Garban Ave	C & S Enterprise	10/19/2011	Economic Development	Business Formation	HBAC	julien.sczaf@yahoo.com 203-691-9513
Daniel Recter 150 Riverside Dr	True Athletics	9/7/2011	Economic Development	Financing	HBAC	lrecter@icloud.com 203-448-7745
Mohsen Yousef 361 Pleasant Valley Rd S. Windsor, 06074	Amour Pita	9/22/2011	Economic Development	Financing	CEDF	mohsen@amounpita.com 860-372-4822
Jovanna Morini 280 James St, New Haven	High end Boutique	9/27/2011	Economic Development	Business Plan/ Formation/Financing	HBAC	No Listing 203-568-8073
Doreen Rhodes 725 Mix Ave Apt B	Altes Family Restaurant	9/29/2011	Economic Development	Business plan/ Financing	HBAC	drhodes1962@yahoo.com 203-287-9068
Erica O'Brien 171 1242 Whitney Ave	Erica O'Brien Cafe Design	9/29/2011	Estica Hazan	Business Plan/ Financing	HBAC	ericaob@comcast.net 917-544-9919
Jeff Hayama 120 Fernwood Road	Open Air Photo Booth	10/27/2011	Economic Development	Business Plan/ Formation/Financing	HBAC	jeff.hayama@gmail.com 203-435-3047

	Vincent Valentini	Valentini Tailors	12/5/2011	Economic Development	Business expansion	HBAC	enzo@valentinatailors.com	203-248-2037
17)	1422 Dixwell Avenue							
	Maricle Carroway	Message Therapy & Bodyworks	1/11/2012	Economic Development	Business Plan/Formation/Financing	HBAC		
	Ron & Grisel Carrano	Gent's Barber Shop	1/25/2012	Economic Development	Business plan / financing	HBAC	rkarrano@gmail.com	203-286-7121
	2460 Dixwell Avenue	Carrano's Barber Shop						
	Suzan D'Anello	CT Velodrome & Cycling	1/30/2012	Economic Development	Business Plan/Financing/Structure	HBAC	suzan6125@yahoo.com	203-248-9082
	48 Palmer Avenue							
	Karyn-Eddy Donaldson	Sober Home	1/30/2012	Economic Development	Business Plan/Financing/Structure	HBAC	mseddygirl@yahoo.com	203-535-0937
	Allen Funchess	Drink Mixologist	2/1/2012	Known to BAP	Business formation/ Busi	HBAC	allenfunchess@yahoo.com	203-288-7061
	155 Shepard Avenue							
	Rodlyn Williams	Training - Women's Behavioral Health	2/22/2012	Economic Development	Business plan	HBAC	rwilliams1123@hotmail.com	203-230-2138
	1204 Whitney Ave							
	Angelus Perez	Haunted House	3/5/2012	Economic Development	Expansion, Business plan	HBAC		
	Christopher Reba	Not for Profit Youth Services	3/5/2012	Economic Development	Formation/ Business plan/ location	HBAC	chris.reba@gmail.com	203-287-0058
	10 Howard Dr							
	Marjorie Bonadies	Home baked goods	3/12/2012	Economic Development	Formation/ Business plan/ location	HBAC	mmbonadies@comcast.net	203-287-9689
	21 North Woods Road							
18)	Tatiana Duker	Piggy Back Rides (Children Transportation)	3/19/2012	Economic Development	Business plan/ growth	HBAC	tduker@yahoo.com	203-288-9560
	Deirdra Scruggs	Head 2 Head Barbering	4/5/2012	Economic Development	Business plan/ organizing/financing	HBAC	dscruggs68@comcast.net	203-619-3353
	66 Warren St							
	John Peinadexter	JP's Fun & Games	4/13/2012	Economic Development	Financing	HBAC	No Listing	203-230-2804
	175 Mill Pond Road							
	Ernest Anderson	Fortisports LLC	5/2/2012	Chamber	Business plan/Financing	HBAC		203-823-6333
	77 White Drive							
	Cecelia Lewandowski	C's Tea Room	5/16/2012	Economic Development	Business plan, organizing, financing	HBAC	clewandowsk@comcast.net	203-248-7880
	15 Cranview Ave							
	Frank Van Nes	Alpha/Omega Energy	5/21/2012	Economic Development	Financing	HBAC	office@alpha-omega-energy.com	203-824-2629
	240 Mountain Road							
	Andre Nyankam	WNT Broadcast LLC	6/20/2012	repeat client-view venture	Financing	HBAC	pnnyan@bnetmail.com	203-230-5039
	17 Concord St							

Kristie Balfredo	124 Constitution St. Unit 5 Wallingford, CT	Zumbo Studio	7/12/2012	Chamber	Business plan, space	HBAC	kristieb76@yahoo.com	203-687-5270
Stephanie Tomplins	57 Arcadia Ave	Discovering Solutions, Inc	8/13/2012	Economic Development	Organizing, Business plan, financing	HBAC	stomplins@discovering	203-503-0324
William Pasyniak	7 Selden St, Woodbridge	New England Brewing	11/5/2012	Economic Development	Larger Location Equipment financing	HBAC/Community & Eco. D	bill@newenglandbrewin	203-387-2222
Challa Gilliams		Bodyworks LLC	10/19/2012	Chamber	Business plan, location, financing	HBAC	bodyworks7@gmail.com	203-859-5886
Danielle Elliott	37 Perry Road	Youthful Praise Dance Team	1/30/2013	Known to R. Pearce	Business plan, financing	HBAC	delliott2@gmail.com	203-430-8589
Linda Meador	1235 Whitney Ave	Books & Company	1/31/2013	Chamber	Business plan, turnaround	HBAC	bookscandco@yahoo.com	203-248-9449
Erma Harris	305 Blake St. New Haven	Diner	2/7/2013	Economic Development	Formation, Business plan, financing	HBAC	asellus@yahoo.com	203-535-7428
Patricia M Jenkins-Simmons	65 Dwight St. New Haven	Counseling Services	2/6/2013	Rev. Brian Bellamy	Formation, Business Plan	HBAC	pulsimmons@gmail.com	203-999-1028
Brian Bellamy	26 Edwards Street	Cultural Center	3/22/2013	Known to R. Pearce	Formation of a 501C3, Business Plan	HBAC	pastorbellam@gmail.com	203-776-9147
Henry Fager	1842 Whitney Ave	Best Video	4/1/2013	Economic Development	Restructure, refinancing	HBAC	hank@hanhpaper.com	203-287-9286
Shenika M. Lee	21 Collier Road	Youth Program	4/1/2013	Economic Development	Formation, Business plan, financing	HBAC	shenika917@hotmail.co	203-745-5559
Charles & Cheryl Jackson	40 Greenwich Ave	Real estate flips	4/2/2013	Economic Development	Formation, Business plan, financing	HBAC	No Listing	203-500-7676
Jaqueline O'Garro	48 Barradough Ave	Dedicate Car Home Health Services	7/31/2013	Handen Chamber	Formation, Business plan, financing	HBAC	jogarro@gmail.com	203-745-5555
Mary-Elise Tomlin		Re/MAX Veterans First	8/28/2013	Economic Development	Business plan, financing	HBAC		
Laura Kennedy	775 Tuttle Avenue	Kennedy Kette Corn					Laura@KennedyKetteC	203-215-6960
Jamika Morrison		Freedom International Ministries	9/2/2011	Economic Development	Business plan, organization, financing	HBAC	jamika29@yahoo.com	203-909-9095
Bunbury Potter	205 Wallace St. New Haven	Banish Mold Spores	4/12/2011	Economic Development	Financing	HBAC	bpotter@hotmail.com	203-627-1897
Stephanie Tala	1531 Dixwell Ave	Deft on the Block LLC	9/5/2013	Handen Chamber	Business plan, financing	HBAC	sc8795dcglobal.net	203-641-1789

	Mary-Elise Tomlin	Veterans Title Alliance LLC	8/28/2013	Economic Development	Organization, Business plan, financing	HBAC	alliedtitle@aol.com	203-691-5165
	Surania Myers	Cleaning Service	8/29/2013	Economic Development	Business plan, networking	HBAC	Suraniabmyers@yahoo.com	203-415-5774
	Cynthia Wallace	Used Book Sales / Costume jewelry	10/30/2013	Economic Development	Business Plan, Organization, financing	HBAC	CWallace97@aol.net	203-288-8123
	Herbert Facey	Bow Tie SUV's LLC	11/21/2013	Economic Development	Business Plan, organization, & financing	HBAC	jcfa-facey@bkglobal.net	917-612-8282
	Meissa Prylik	Chipsa	12/9/2013	Economic Development	Formation, business plan	HBAC	pyrlikmeissa@gmail.com	203-305-5531
	Samcerah Parrish	Food truck	12/20/2013	web site	Formation, business plan, financing	HBAC	samcerah3000@yahoo.com	203-850-2069
	Carla Tilley	Life Coach	1/15/2014	Bishop Brooks	Formation, business plan	HBAC	carlatilley@yahoo.com	203-248-2032
	Ariel Talmor	Silver Barn LLC	1/16/2014	Economic Development	Business plan, financing	HBAC	arielt@comcast.net	203-915-1883
	Marlon Oh	After School Program	2/14/2014	Economic Development	Formation, business plan	HBAC	marlonoh@yahoo.com	203-645-5471
21	Marjorie Clark	Little Fish Studios	3/4/2014	known by RP	Business plan, growth	HBAC	marjorie@littlefishstudio.com	203-812-9654
21a	Stephen Ross	Cast Iron Soul	3/18/2014	known by RP	Business plan, financing	HBAC	stevecastironsoul@gmail.com	203-495-8400
	Susan Carello	Whitneyville North Learning Center	3/22/2014	Economic Development	Formation, business plan,	HBAC	scarello@aol.com	203-220-8207
	Alecia Ellis	On Line Store	4/6/2014	Economic Development	Formation, Business Plan	HBAC	luckybox7824@gmail.com	203-668-0051
22	Tania Quinones	Get Fit -- Do Life LLC	5/14/2014	Marjorie Clark	Business Plan, Financing	HBAC	tania_q_97@yahoo.com	203-927-6681
	Paochen LaPointe	Chen Chinese Language Consultant	5/30/2014	Economic Development	Establish a school, Business plan	HBAC	paochen1@gmail.com	203-812-9028
	Tamara Hill	Roller Skating Rink	6/24/2014	Web Site	Formation, Business Plan, financing	HBAC	1986hill@gmail.com	203-691-5593
	Laydon Henry-Phillip	Chiropractic Services	8/6/2014	Economic Development	Guidance to establish a mobile practice	HBAC	lhp1111@aol.com	203-589-2796
	Simone Samuel	Banquet Hall	7/29/2014	known by RP	Formation, Business Plan	HBAC	sgsamuel13@gmail.com	203-828-7329

	Aleksander Nibritenko	Import/Export	9/15/2014	Economic Development	Formation, Business Plan	HBAC		203-252-0552
	Marcel Smith	Market's House	10/7/2014	met RP	Business Plan, Financing	HBAC	marketshouse.wordpress	203-823-3253
	Kathleen Regan	Gift Shop- Lucky Ewe	10/7/2014	Web site	Business Plan, Financing	HBAC	kregan@gmail.com	203-298-0925
	Robbius Mathabson	Home Care	11/12/2014	Economic Development	Formation, Business Plan, Financing	HBAC	mathabson@hotmail.com	203-281-5014
	Diane Pearce	Deli Purchase	11/14/2014	known to RP	Business Plan	HBAC	pearcediane13@gmail.co	203-248-5905
	Allison Moro	Small Restaurant	11/25/2014	Economic Development	Business plan, Financing	HBAC	alrhor@comcast.net	203-907-9357
211	Judith Serrano	Day Care Tiny Giggles	10/30/2014	Economic Development	Business Plan, Financing	HBAC	serranojudith@hotmail	203-287-1410
	Alexis Thorne	Thorne & Strings	1/21/2014	Web site	Formation, Business Plan, Financing	HBAC	alexis.violinist@gmail.co	203-787-0739
	Adam Kruger	CT Bike Lane	3/5/2015	Economic Development	Business Plan assistance, Financing, location	HBAC/CEDF	ctbikeclane@gmail.com	
	Clarence Backus	Backus Services	4/14/2015	Economic Development	Business formation, business plan	HBAC	clarence.backus@gmail	203-675-9254
	Michael Benitez-Ortega	Real Estate Investment	5/4/2015	Web Site	Formation, Financing	HBAC/CEDF	mberitego@gmail.com	203-415-3830
	Linda Rosario-Brown	Latin Corner Connection	5/22/2015	Economic Development	Business plan, financing	HBAC/CEDF	lindrosario@yahoo.com	203-745-3871
	Kalliana Spears	Women's Clothing Boutique	5/29/2015	Economic Development	Formation, Business Plan, Financing	HBAC	kalliyahbusiness370@ya	203-230-2858
	Kristina Zollinger	Art Gallery	6/1/2015	Economic Development	Formation, Business Plan	HBAC	kristinazollinger@gmail	203-214-6998
	Glinda Reed	Endless Café	6/3/2015	web site	Formation, Business Plan, Financing	HBAC	zzgioria58@gmail.com	203-361-1284
	Seclair Julian	Web application	6/17/2015	web site	Formation, Business Plan	HBAC	seclairj@gmail.com	203-804-7781
	Kimberly Digirola	Hair Salon	7/6/2015	Economic Development	Business plan, Space	HBAC/EDC	christophigdale@bncj.ob	203-230-2487
	Cristina Ayres	VoVo Organics	7/17/2015	Economic Development	Accounting, help	HBAC	vovoices@gmail.com	203-288-5665
	May Cavaaugh, Kristy Kelley	Dance Flis U	7/31/2015	Economic Development	Business start up	HBAC	kajmay17@comcast.net	203-687-1655
	Tashenba Rickets	Empowerment / Mentoring	8/3/2015	Economic Development	Formation, Business Plan	HBAC	tashenba.rickets@gmail	203-497-7514

	Alan Brisson, Betsy Goldberg	Sleeping Giant Hemp	8/3/2015	web site	Formation, Business Plan	HBAC	alanhbrisson@gmail.com	203-782-6806
	Robyn Levine		8/5/2015	Economic Development	Formation, Business Plan	HBAC	RobynL8704@gmail.com	203-233-2778
	Gina Atchell		9/10/2015	Economic Development	Formation, Business Plan	HBAC		860-748-9461
	Marilyn Bergen	Mae's Closet	9/13/2015	Mayor's Office	Formation, Business Plan	HBAC	mjbbergen@gmail.com	203-691-5590
	Stephany Nolascio	Adoro Paper Elegance	9/27/2015	Economic Development	Formation, Business Plan	HBAC	adoropaper@gmail.com	203-287-0544
	Diana Weston	House Pet Vet	12/4/2015	Web site	Formation, Business Plan	HBAC	diana.l.weston@gmail.com	203-920-8289
	Cindy Fischer	Property Management	12/21/2015	Richard Pearce	Formation, Business Plan	HBAC	cfischer0317@gmail.com	475-227-0017
	Daniel Camenga	Garden Literacy	1/27/2016	Solo Entrepreneur Cluster	Business Plan, Formation	HBAC	gardentice@gmail.com	203-232-6826
	Diana Goldberg	Fluid Touch Therapies	6/28/2016	Cluster meeting	Formation, Business Plan	HBAC	dianab.goldgerb@gmail.com	203-868-9360
	Tiffany Robinson	Consulting	7/26/2016	Business Seminar Series	Formation, Networking	HBAC	trobinson927@gmail.com	475-201-7809
	Yolanda Russell	Womens Shelter	7/25/2016	Economic Development	Formation, Business plan, financing	HBAC	yolandarussell@gmail.com	203-824-7262
	Frank Sullivan	Substance Abuse Treatment Program	8/10/2016	Economic Development	Business Plan, Formation	HBAC	rsully2838@yahoo.com	203-850-0327
	Alexandra Roman	Digital Audio Services	6/27/2016	Cluster Meeting	Networking, Business planning	HBAC	aroman@lilicreative.com	203-515-2712
	Jean Sanchez	Little Feet Opus	8/29/2016	Seminar attendee	Business plan, growth guidance	HBAC	jeansanchez@dcqphul.com	203-415-3344
	Janine Jones		9/1/2016			HBAC		203-518-3591
	Mr. & Mrs. Pearson		9/16/2016			HBAC		475-202-6691
	Mariete Bracey		9/21/2016			HBAC		203-507-0824
	Marlon Jones	Stakem Sticks	10/12/2016	Economic Development	Business Plan, Financing	HBAC	stakemstix@gmail.com	203-494-9740
	Gina Martin	Vivon Ready	12/14/2016	web site	Business Plan, Financing	HBAC	vivonready@allweaves.com	203-901-8050
	Danielle O'Sullivan	DO Delivery	11/21/2016	web site	Business Plan, Formation	HBAC		

	Roxanne Kothliakia	Spring Glen Coffee	12/29/2016						
307	Simone Harris	Women's Services	1/3/2017						
	Gloria Smith		1/23/2017						
	Gianli Aingwi	Pinar Consulting	2/6/2017	Economic Development	Business plan, operating advice	HBAC	info@ghadaingwi.com	203-300-0331	
	Mauricio Cavacovich	Cava Home Design	2/27/2017	Workforce Alliance	Business Plan, Formation	HBAC		203-595-1731	
	Carlos and Martha	Cuering	3/13/2017			HBAC			
	Kelli Emmonouil	Kelloni Creamery LLC	3/17/2017	Economic Development	Growth advice	HBAC	kemmonouil@sigloishl.com	203-305-0266	
	Marrinano and Mike	Educational Consulting/ Training	3/17/2017						
214	Saskia Smith	Yoga Instructor/ Counselor	3/27/2018	web site	Business Plan, Formation	HBAC	saskialyerman@yahoo.com	617-901-6013	
	Allen Page	Core Site Services	4/7/2017	Known to Richard	Business Plan, Formation	HBAC	corciteservice@gmail.com		
215	Marnie Esposito	Moan Rocks	4/17/2017	Known to Dale & Richard	Business growth	HBAC			
227	Dressi Coleman	Commercial Cleaning Service	5/1/2017	Hamden Chamber	Business Plan, Formation	HBAC			
229	Neomi Miranda-Foreman	Latin food baked products	6/16/2017	Economic Development	Business Plan, Formation	HBAC	neomiforeman@bham.com	203-535-1750	
	Vai Hamilton	Beauty Supply/ Salon	7/10/2017	Town Web Site	Business plan, Financing	HBAC	203-927-0641		
232	Dorela Scruggs	Dalwood Luxury Coaches	7/17/2017	Town Web Site	Business Plan, Formation	HBAC	203-619-3353		
231	Sonia Ayres	Sweet Things	8/7/2017	Economic Dev. Office	Financing	HBAC			
232	Jasmine Galloway	Pretty Little Bilkas	8/7/2017	Economic Dev. Office	Town Web Site	HBAC		203-444-9174	
	Steven Rodgers	The Space	8/24/2017	Dale Kroop	Company turnaround	HBAC			
234	Rose Elzey	Nuts For Jesus	1/24/2018	Economic Dev. Office	Business Plan, Formation	HBAC		203-915-4264	
	Martiza Caugh		1/11/2017						
235	Cindy Fischer	Harbor Property Management	9/21/2017	Known to Richard	Business Plan	HBAC	cfisher0317@gmail.com	(860) 346-7834	
237	Rose Elzey		1/24/2018	Economic Dev. Office	Business formation, plan	HBAC			
238	Paris Barwick		2/26/2018	Economic Dev. Office	Business formation, plan	HBAC			
239	Edgar Torres		4/9/2018	Economic Dev. Office	Business formation	HBAC			
240	Julie Bullis	Mountain View Wellness	4/30/2018	Former BAC clients	Business plan	HBAC		510-435-9739	

391	Olutunde Alade	Holistic Angels	5/15/2018	Former HBAC client	Business plan	HBAC		
392	Dorethy Burgess	Landscaping	5/17/2018	Web site	Business formation, plan	HBAC		
393	Rob Dapice	Trucking	5/29/2018	Economic Dev. Office	Business plan, formation	HBAC		
394	Lateetha Harris		6/11/2018	Economic Dev. Office	Business plan, financing	HBAC		
395	Shorita Gates		6/15/2018	Economic Dev. Office	Business plan	HBAC		
396	Chivon Johnson		7/30/2018	Economic Dev. Office	Business formation, plan	HBAC		
397	Vai Melian		9/14/2018	Economic Dev. Office	Business plan	HBAC		
398	DePaul Greenwood	Used car dealership	9/14/2018	Economic Dev. Office	Business formation, plan	HBAC		
399	Susud Dawuni	SMD Raw Materials	10/12/2018	Known to Richard	Business plan	HBAC		
		No More Follow Up						
		Still in Contact						
		Very Active						
		Business Started with the help of HBAC						
		Existing business that needed help						

Proposing a Clean Energy Microgrid to the Town of Hamden

Facts to Know

Prepared By: Larry Rosenthal

For: Dayle Kroop
Kathleen Schomaker

What is a Microgrid?

A Microgrid is a discrete energy system consisting of distributed energy sources (e.g. renewable, conventional, storage) and loads capable of operating in parallel with or independently from, the main grid. The primary purpose is to ensure reliable, affordable energy security for commercial, industrial and governmental consumers such as the Town of Hamden. Benefits that extend to utilities and the community at large include lower greenhouse gas (GHG) emissions and lower stress on the transmission and distribution system.

Why is a Microgrid Plan being proposed as part of the Comprehensive Energy Plan needed?

Over the last 30 years, Hamden has experienced partial and/or total electrical utility loss due to hurricanes and other Acts of God. Hurricane's Sandy and Gloria and a number of ice/snow storms are perfect examples. Most recently, back in May of 2018 northern Hamden was seriously impacted by an F-1 tornado which destroyed dozens of homes and left hundreds of other residents without power. The microgrid will have the ability to control load priorities with its local management system so that control strategies can be optimally managed and adjusted accordingly.

What will a Microgrid Plan mean to the Town of Hamden?

Hamden will achieve Energy Reliability: It will achieve resiliency through the microgrid's ability to island itself from the main grid and be self-sufficient. When the main grid (United Illuminating) encounters a major problem, the microgrid is quickly decoupled and can still continue delivering energy from local sources. There may be limits to this autonomous supply due to local production, storage capacity, and instantaneous status. However, with the microgrid's local management system, load priorities may be optimally managed and control strategies adjusted accordingly.

In addition, when the risk of problems is predictable, such as when a heavy storm is forecasted, the microgrid can be prepared by intentionally adopting a precautionary strategy, for example by reducing non-vital loads, preparing local generation for dispatch, and charging batteries to increase the future resilience of the system.

A

Energy Accessibility: Provide access to energy at a reasonable cost when the main grid is not accessible. A microgrid is really a mini smart grid. It is a simple and feasible way to implement a parallel energy supply alternative when the main grid is not accessible. Such a microgrid will employ -i

Energy Independence: The Microgrid will reduce fossil fuel consumption by integrating more renewable generation.

The Microgrid can ensure energy cost optimization: It can utilize energy flexibility to optimize the energy mix and grid balancing. A major objective of the Microgrid is to utilize on-site distributed generation as a flexible energy asset to optimize participation in a demand response program, using local generation or load management (through the on-site Microgrid Controller) to comply with a utility curtailment request. Additionally, in those periods of peak demand, battery storage can provide critical power for reducing peak load demand throughout the microgrid. When necessary, during times of high energy demand or reduced grid functionality due to network or generation faults, the microgrid can relieve stress on the grid by serving its own load.

The Hamden Microgrid System can potential be comprised of the following components:

- a. The Interconnect between the Microgrid and the utility grid.
- b. A photovoltaic array with rated power of _____ Mw
- c. Gas fired Fuel Cells with rated power of _____ kW
- d. A master Controller station's
- e. An energy storage system composed of Lithium-Ion batteries and electronic converters.
- f. A UPS placed at the low voltage service entrance to provide energy security and stabilize the voltage and frequency of the Microgrid's electrical network in off-grid mode.

Explaining funding options to the Mayor's Office, Town Planner and the Legislative Council.

There are numerous frameworks in which to finance Microgrid projects, but broadly these fall into four categories: debt, leasing, shared benefit and managed service agreements. Within these four microgrid financing options, there are generally four major participants: developer, contractor, investor, and end-user. Options to consider:

- A. Debt Financing – This involves the direct sale of a Microgrid System to the Town. This means that the Town will finance the project by debt, with the Town being responsible for operation of the distributed energy resources (DER's). Some of the risks associated with this option include:
Credit Risk of the Financier who must assess the credit worthiness of the Town, considering the length of the debt repayments and financial performance.
Construction Risk: Developer & Contractor must both share the risk of delays and cost overruns.
Performance Risk: The Performance guarantees underpin the project and transfer the performance risk to the developer.
Revenue Risk: is born by the Town
- B. Leasing – the second option occurs when the developer provides the capital and owns the assets. The Town & other participants within the Microgrid area being serviced have the exclusive rights to use the equipment for a contracted period of time with the leases coming in two basic forms: finance and operations. Some of the risks associated with this option include:
Credit Risk: Developer & Financier – the Developer takes on the credit risk of the Town while the financier takes of the risk of the Developer.
Construction Risk: Developer & Contractor both share the risk of delays and cost overruns.
Performance Risk: Here the Town operates under a finance lease, but the Developer operates under an operating lease.
Revenue Risk: This is the responsibility of the Town.C. Shared Benefit Financing: this third option occurs where the developer funds the Hamden Microgrid project on Town property using either debt or its own capital and in return takes a contractually agreed share of the value created over a period.
- C. Shared Benefit Financing – This would occur where the developer funds the Town's Microgrid project on the Town's property using either debt or its own capital and in return takes a

contractually agreed share of the value created over a period. In this option, the developer typically takes on greater risk. Some of the risks associated with this option include:

Credit Risk: Developer & Financier – The Developer takes on the credit risk of the Town while the Financier takes on the credit risk of the developer.

Construction Risk: The developer & Contractor each share the f delays and cost overruns.

Performance Risk: Developer – Due to the developer's ownership of the system and increased responsibility.

Revenue Risk – shared by the Developer and Tow

- D. **Managed Service Agreements:** This would occur where the investor/developer owns the Microgrid asset, which will be located on the Town's property. This end-use entity would then enter into a contract with the developer to purchase the system's output. This option allows the Town to account for spending on new energy assets and as an operating expense. Some of the risks associated with this option include:

Credit Risk: Developer & Investor – The developer takes on the credit risk of the Town while the financier takes on the credit risk of the developer

Construction Risk: Developer & Contractor – both share the risk of delays and overruns.

Performance Risk: Developer agrees to service and performance parameters with the Town.

Revenue Risk: The Town passes control of critical energy infrastructure to a third-party.

Considerations for proposing a Microgrid in the Town of Hamden

1. Have a clear explanation of recommending a Microgrid (s) for the Town of Hamden
2. Prepare a Hamden EUCC Presentation Binder explaining the concept of a Microgrid, its definition, case studies, advantages/disadvantages, risk factors, financing options, site recommendation for the 1st Hamden Microgrid, Page of Definitions, factors for selection, precedent factors, Needs Assessment, preliminary Energy Optimization Analysis, Considerations for Return on Investment, its place in Resiliency and the Town's Comprehensive Energy Plan, backup documentation for Sustainable CT, evaluation of the September 2018 Resiliency workshop, written commentary from United Illuminating, more.
3. Prepare a Power Point presentation
4. Tour the proposed site being considered. Describe the perimeter and list all building owners and types of operations.
5. Set-up contractor/developer presentations of at least 3 potential bidders. Look at companies with Microgrid development experience. This may include Celtic Energy, Schneider Electric, Siemens, Amoresco, etc
6. Comprise the EUCC Team that will evolve this project. Initially to include Dale Kroop, Larry Rosenthal and Kathleen Schomaker. Others to be added.
7. Start the communications process early with the Town Planner, the Mayor's Office, Brendan Sharky (Asst Town Attorney), the Town Engineer and
8. Submit the Binder and Power Point presentation to the Mayor's office for initial review
9. Determine whether or not the Microgrid can be a 'stand-alone project' or must be considered as part of the entire CEP financing package.
10. Presentation to Sustainable CT and other pertinent agencies
11. Set up meetings with the Towns of Fairfield, Woodbridge, and West Hartford to discuss their microgrid process.

12. Modify the Microgrid Plan as necessary. Prepare the final binder submittal and Power Point presentation including additional marketing materials for presentation to the Legislative Council.
13. Determine those individuals that will be asked to present.
14. Align the EUCC with a Consulting Engineering firm.
15. Present our Proposal to UI for feedback.
16. Work with Att. Sharkey and Purchasing Department to determine what contractual relationship the Town should enter into with respect to contract type; i.e. Power Purchase Agreement, Performance Contract, Public Private Partnership Agreement, etc.
17. Evaluate contractor & developer. Determine qualifications.
18. Build the Task Force to advance this project.

Dale Kroop

From: Laurence Rosenthal <lrosenthal04@gmail.com>
Sent: Wednesday, September 26, 2018 5:01 PM
To: Kathleen Schomaker; EUCC Commissioner Sam Kumar; Dale Kroop
Subject: FW: microgrids

Hello all,

I have scheduled a meeting for next Thursday at 9:00 AM to scan out the Microgrid site selected. Then we plan to discuss Schneider's capabilities at length. Dale, if you and Kathleen are available, we could meet at your office after the tour to discuss some of the financing plans they have in place. Please advise on availability. Meanwhile, read the attached on Microgrids. It is very informative.

Larry Rosenthal
Sent from Mail for Windows 10

From: Christopher Bleuher
Sent: Wednesday, September 26, 2018 4:20 PM
To: lrosenthal04@gmail.com
Subject: microgrids

Larry – thank you for reaching out to Schneider Electric for information on microgrids and resiliency. Below is the link to our microgrids website. I think that you will find the site to be an excellent resource regarding microgrids. At the very bottom of the page is a section labeled 'RESOURCES' where you will find all of our white papers, case studies, etc.

<https://www.schneider-electric.us/en/work/solutions/microgrids>

I look forward to meeting you next Thursday.

Regards,
Chris

Christopher Bleuher
Business Development
Microgrid Competency Center
Energy Business

D 860-329-3748
E chris.bleuher@schneider-electric.com

Salisbury, CT 06068
United States



*Please consider the environment before printing this e-mail



Master Action List

The Sustainable CT Master Action List may serve as a helpful resource as you track your progress towards certification. Actions for 2018 are broken down by the different ways you can achieve points in each action. Submission requirements and the length of time an action qualifies for eligibility (e.g. the lookback period) are also noted.

Actions	Sub-Actions	Submission Requirements	Lookback Period	Points	Status
1.1 Thriving Local Economies 1.1.1 Support Redevelopment of Brownfield Sites	Create a municipal or regional brownfield inventory	<ul style="list-style-type: none">* The provided inventory and the name of the person(s) responsible for updating the inventory.* A list of the map of brownfield sites listed in the inventory.	(Up to 5 years prior to application submission)	10	
	Create a map of the provided sites within your community. A awarded entry for red development	<ul style="list-style-type: none">* A list of entry data.* The date of the community planning meeting (if or word(s)) held.	(Up to 5 years prior to application submission)	5	
1.2 Implement Sustainable Purchasing	Collect additional information for priority jobs	<ul style="list-style-type: none">* A survey summary of the necessary information for each priority job.	(Up to 5 years prior to application submission)	5	
	Model a portion of public procurement to identify potential new options	<ul style="list-style-type: none">* A list of new options that may be generated by provided data or specific procurement strategy.* The dates of any government officials' visits.	(Up to 5 years prior to application submission)	10	
1.3 Inventory and Promote Local Retail Options	Cromwell and actively market brownfield redevelopment opportunities.	<ul style="list-style-type: none">* A list of links to any websites that provide brownfield opportunities for your municipality, township, city.* Any posted requests sent to market these sites	(Up to 5 years prior to application submission)	10	
	Adopt a sustainable purchasing policy and distribute it to all municipal departments.	<ul style="list-style-type: none">* The sustainable purchasing policy that the governing body has adopted for resolution or ordinance* Evidence that adopted policy has been distributed to all municipal departments	(Up to 5 years prior to application submission)	20	
1.4 Provide Resources and Supports to Local Businesses	Develop and maintain an up-to-date website link.	<ul style="list-style-type: none">* Evidence that adopted policy has been distributed to all municipal departments	(Up to 5 years prior to application submission)	5	
	Select a target sector and develop an inventory of local and options for that sector.	<ul style="list-style-type: none">* Evidence that adopted policy has been distributed to all municipal departments	(Up to 5 years prior to application submission)	5	
1.5 Support Local Businesses	Develop, implement and maintain an ongoing "Buy Local" campaign.	<ul style="list-style-type: none">* A copy of each sector specific inventory.	(Up to 5 years prior to application submission)	10	
	Create and maintain a database of business opportunities for purchase, lease, the sharing of their products, and mutual support.	<ul style="list-style-type: none">* An overview of database (3 categories maximum), including target populations (if any) and at least one example from among markets distinguished which (if any) of the following categories are included: food, medicine, building materials, and other goods and services.* Any of the following categories are included: food, medicine, building materials, and other goods and services.* The campaign was highlighted and discussed, as well as the data held.	(Up to 5 years prior to application submission)	10	
1.6 Support Local Businesses	Create and maintain a database of business opportunities for purchase, lease, the sharing of their products, and mutual support.	<ul style="list-style-type: none">* A copy of the business to business registry.* Evidence of its distribution to business (email, telephone contact, etc.)* Contact information of the person(s) responsible for updating the registry at least annually.	(Up to 5 years prior to application submission)	10	
	Create and maintain a database of business opportunities for purchase, lease, the sharing of their products, and mutual support.	<ul style="list-style-type: none">* A copy of the business to business registry.* Evidence of its distribution to business (email, telephone contact, etc.)* Contact information of the person(s) responsible for updating the registry at least annually.	(Up to 5 years prior to application submission)	10	

1.5 Promote Sustainable Workforce Development	Identify, or create and demonstrate, a model for post-disaster business preparedness and for post-disaster conditions.	<ul style="list-style-type: none"> * A copy of the model * Evidence of its dissemination among businesses and providing advice identifying or creating an optimal model in a locality 	Tools to must have been created or adopted and disseminated within 1 year prior to application submission.	5	
	Must seek or meet business needs/needs with municipal officials to support dialogue on topics including but not limited to the needs and opportunities to build and expand business development on the economy	<ul style="list-style-type: none"> * A list of business needs/needs or other events * The dates that they were held * A list of one additional page of documentation related to the needs/needs, such as a letter of support, a letter of agreement, memorandum, or other document, signed by the mayor, city manager, or other official for the project * A partnership letter, memorandum of understanding, or comparable document outlining the nature and extent of municipal resources being used to support one or more of these needs. * For each event, a flyer or other document related to the event, such as a promotional flyer, event schedule, agenda, minutes, presentation, sign-in sheet, photographs or a list of businesses that participated in the event 	The needs/needs must have occurred within 1 year prior to application submission.	5	
	Create or support Small Business Development Center, Main Street Program, Tourism Board, Central Business District, or other designated economic development area.	<ul style="list-style-type: none"> * A partnership letter, memorandum of understanding, or comparable document outlining the nature and extent of municipal resources being used to support one or more of these needs. * For each event, a flyer or other document related to the event, such as a promotional flyer, event schedule, agenda, minutes, presentation, sign-in sheet, photographs or a list of businesses that participated in the event 	Tools to must have been created or adopted or updated within 1 year prior to application submission.	5	
	Have businesses to participate in at least three events to build community resilience, provide access to potential customers, and connect the businesses to one and community organizations.	<ul style="list-style-type: none"> * The list of businesses and websites related to the event. * A list of any repeatable events and the dates they occurred. 	The needs/needs must have occurred within 1 year prior to application submission.	5	
	Conduct a sustainable jobs and workforce capacity assessment for the municipality or region	<ul style="list-style-type: none"> * The list of businesses and websites related to the event. * A list of any repeatable events and the dates they occurred. 	The needs/needs must have occurred within 1 year prior to application submission.	5	
1.6 Participate in and Promote C-PACE Program	Establish or support a sustainable job training partnership.	<ul style="list-style-type: none"> * A list of any training events to build sustainable development. * A list of any training events to build sustainable development. * A list of any training events to build sustainable development. 	The needs/needs must have occurred within 1 year prior to application submission.	5	
	Conduct economic development to build sustainable jobs and workforce capacity assessment for the municipality or region	<ul style="list-style-type: none"> * A list of any training events to build sustainable development. * A list of any training events to build sustainable development. * A list of any training events to build sustainable development. 	The needs/needs must have occurred within 1 year prior to application submission.	5	
	Participate in a sustainable job training partnership	<ul style="list-style-type: none"> * A list of any training events to build sustainable development. * A list of any training events to build sustainable development. * A list of any training events to build sustainable development. 	The needs/needs must have occurred within 1 year prior to application submission.	5	
	Participate in a sustainable job training partnership	<ul style="list-style-type: none"> * A list of any training events to build sustainable development. * A list of any training events to build sustainable development. * A list of any training events to build sustainable development. 	The needs/needs must have occurred within 1 year prior to application submission.	5	
	Participate in a sustainable job training partnership	<ul style="list-style-type: none"> * A list of any training events to build sustainable development. * A list of any training events to build sustainable development. * A list of any training events to build sustainable development. 	The needs/needs must have occurred within 1 year prior to application submission.	5	
2. Well Stewarded Land and Natural Resources					
2.1 Provide Watershed Education					
2.1.1 Provide Watershed Education	Identify or create a program to educate citizens and businesses on the importance of watershed protection.	<ul style="list-style-type: none"> * An overview of your education program (if services are provided, including target populations of any, and at least one example from among: workshops, seminars, presentations, or photos of educational materials). * Examples of programs that have been implemented (if services are provided, including target populations of any, and at least one example from among: workshops, seminars, presentations, or photos of educational materials). 	Tools to must have been created or adopted or updated within 1 year prior to application submission.	5	
	Identify or create a program to educate citizens and businesses on the importance of watershed protection.	<ul style="list-style-type: none"> * An overview of your education program (if services are provided, including target populations of any, and at least one example from among: workshops, seminars, presentations, or photos of educational materials). * Examples of programs that have been implemented (if services are provided, including target populations of any, and at least one example from among: workshops, seminars, presentations, or photos of educational materials). 	Tools to must have been created or adopted or updated within 1 year prior to application submission.	5	
	Identify or create a program to educate citizens and businesses on the importance of watershed protection.	<ul style="list-style-type: none"> * An overview of your education program (if services are provided, including target populations of any, and at least one example from among: workshops, seminars, presentations, or photos of educational materials). * Examples of programs that have been implemented (if services are provided, including target populations of any, and at least one example from among: workshops, seminars, presentations, or photos of educational materials). 	Tools to must have been created or adopted or updated within 1 year prior to application submission.	5	
	Identify or create a program to educate citizens and businesses on the importance of watershed protection.	<ul style="list-style-type: none"> * An overview of your education program (if services are provided, including target populations of any, and at least one example from among: workshops, seminars, presentations, or photos of educational materials). * Examples of programs that have been implemented (if services are provided, including target populations of any, and at least one example from among: workshops, seminars, presentations, or photos of educational materials). 	Tools to must have been created or adopted or updated within 1 year prior to application submission.	5	
	Identify or create a program to educate citizens and businesses on the importance of watershed protection.	<ul style="list-style-type: none"> * An overview of your education program (if services are provided, including target populations of any, and at least one example from among: workshops, seminars, presentations, or photos of educational materials). * Examples of programs that have been implemented (if services are provided, including target populations of any, and at least one example from among: workshops, seminars, presentations, or photos of educational materials). 	Tools to must have been created or adopted or updated within 1 year prior to application submission.	5	



2.8 Implement Low Impact Development						
Education Projects		See below	Action must have been completed within 12 months of application submission.	Up to 15		
Establish a program to encourage low impact development practices on private property. Develop and distribute educational materials on LID to the entire public .		* A copy of the program brochure, report and program description and website, if applicable. * A copy of the educational materials that have been posted and/or distributed.		5		
Sign an educational agreement with a commercial, institutional, and LID.		* The exact name of the agreement.		5		
Phoning, Regulating and Policy Projects		See below	Action completed in 2012 and cannot only be considered. Regulation review and revision may be considered prior to 2012.	20		
Include a section on the importance of stormwater management and impact of LID reduction in your FODD.		* A copy of your publicly adopted FODD. Please note the relevant section(s).		10		
Encourage and promote low impact development in your regulations (both zoning, subdivision and code enforcement).		* A copy of the regulations formally adopted by your governing body that encourage or promote low impact development. Please note the relevant portion of the regulations.		10		
Implementative Projects		See below	Action completed in 2012 and cannot only be considered.	10		
Develop and implement a LID demonstration project with a local business, school, or government agency.		* Photos and a brief description of the demonstration project with documentation (e.g. LID sign, by the Department of Public Works or Agriculture from both).		5		
Develop a LID program or ordinance that LID methods on municipal property.		* The municipality plan or ordinance that LID methods on municipal property.		5		
Establish a forestry Advisory Committee.		* A list of members of the forestry Advisory Committee and the date of the most recent meeting. * Documentation of the activities performed by the forestry Advisory Committee.	This action does not expire, but the forestry Advisory Committee must be active within the 12 months prior to application. This action does not expire, but the forestry Advisory Committee must be active within the 12 months prior to application.	10		
The forestry Advisory Committee must complete at least one activity, i.e. assessing tree cover, establishing a tree planting program, etc.		See below. All items must be completed for review credit.	Regulation must be done within 12 months prior to application submission. Renewal completion must be done within 12 months prior to application submission.			
Managed Management of Invasive Species		See below				
Establish regulations to ensure that your municipality is not inadvertently supporting the use of non-native species, eliminate all non-native species from lists of acceptable plants.		* A description of regulations in your policies, including which regulations were reviewed and amended and your rationale there.				
Establish municipal tree care and/or management practices that encourage native species and protect species through environmentally sound methods.		* A description of the invasive species management practices now being employed on your municipal property, including before and after photos, as well as detailed information about the species, and when and how it was treated.				
Engage in invasive species management practices on municipal properties.		* Your municipality's plan for future invasive species management, and include a description of how you have included invasive species management practices into your future management practices.				
Enlist invasive species management practices and your private sector partners.		See below. All items must be completed for review credit.				
Assessment/Regulation		See below	Regulation must be done within 12 months prior to application submission.			
On your municipal website post invasive species education resources. Provide link to resources from the forestry Advisory Committee and municipal website.		* A link to the invasive species education resources on your municipal website.				
Municipal Activities				5		



2.11 Implement Green Grounds and Maintenance Program	<p>Help to assist in educational workshop for residents about invasive species and removal process.</p> <p>Complete the Invasive Plant Inventory for properties maintained by your organization.</p> <p>Ground Treatment Map: Utilize an Integrated Pest Management Standard (IPM) Utilize an Organic Lawn Care Standard</p> <p>Invasive Plant Assets: Assess Invasive Plant Assets and Record Where Possible</p> <p>Forest BMP: Forest Management Plan Document</p> <p>Implement BMPs</p> <p>Use the Practices BMP: Native Planting and Pruning Policy OR Education Program.</p>	<p>* Title and date of workshop</p> <p>* A copy of the completed inventory</p> <p>* A copy of the IPM standard utilized with a description of how it is implemented</p> <p>* A copy of the report that was created detailing each a description of how it is implemented</p> <p>* A copy of your invasive species assessment with a description of the different practices implemented and amount by which this plan reduced (practices for implementation)</p> <p>* A copy of your forest management plan (OR a description of how you implement the document) and include from the document</p> <p>* A copy of your native planting and pruning policy (OR a description and supporting materials of the education program for the staff) the program was held</p>	<p>Must be up to date at time of application submission.</p> <p>Must be up to date at time of application submission.</p> <p>Must be up to date at time of application submission.</p> <p>Must be up to date at time of application submission.</p> <p>Must be up to date at time of application submission.</p> <p>Must be up to date at time of application submission.</p>	<p>10</p> <p>5</p> <p>5</p> <p>5</p> <p>5</p>	
2. Vibrant and Creative Cultural Ecosystems 3.1 Map Tourism and Cultural Assets	<p>Create a Tourism and Cultural Asset Map</p> <p>Identify information for each potential tourism and cultural asset</p> <p>Create a website and public online resource that enables the community to search, learn and use the information generated on the assets.</p> <p>Create a maintenance plan for updating the dynamic tourism and cultural asset web resource detailing how often the map will be updated (for instance, annually).</p> <p>Update Citizen Profile</p> <p>Update the municipal profile on CT.gov AND maintain the content, images, and functioning links periodically</p> <p>Establish a Tour Awareness through residents or employees</p> <p>Include any and culture in publicly available municipal marketing printed or web based</p> <p>Communicate with residents and businesses in the town's monthly newsletter to application submission</p> <p>Funding may be directed to an Arts Office, as part of the municipal budget, through grants, or to various sources. Funding cannot be directed towards another municipality (CT act does not allow for such a transfer of funds).</p> <p>Establish a reward for employees or program (at least 1% of project cost must be spent on tax, municipality can report the % investment in excess of 1%).</p>	<p>See below:</p> <p>* A list of assets with the information referenced in the action included</p> <p>* Hyperlink to the finished web-based resource</p> <p>* A copy of the plan for maintaining and updating the tourism and culture asset resource</p> <p>See below:</p> <p>* The hyperlink to the municipal profile on CT.gov</p> <p>* Submit required materials for at least 2 of the 11 activities outlined below</p> <p>* A copy of the evidence of evidence</p> <p>* Links to online marketing materials and/or articles of printed marketing materials</p> <p>* A description of amount of funding received and where was located</p> <p>* A description of the program you established</p>	<p>Tourism and cultural asset map must have been updated by the end of the year to application submission and must be updated for each year meeting application.</p> <p>CT.gov record must be updated for the year meeting application.</p>	<p>10</p> <p>5</p>	
3.2 Support Arts and Creative Culture					

Establish a Cultural Office or Arts and Culture Department/Council	* Final year established the Cultural Office or Arts and Culture Department/Council (if applicable). * Signed letter from the Department Head or Chief Executive Officer (CEO)		
Establish a fund and develop grant as Arts and Culture Division or Arts and Culture for your municipality.	* A description of the office or division and its mandate, including how the Office or Division is structured and organized. * A copy of the office's budget and financial statements.		
Establish a fund and develop grant as Arts and Culture Division or Arts and Culture for your municipality.	* The name of your appointed Arts and Culture Division or Arts and Culture Department/Council (if applicable). * A description of the office or division and its mandate, including how the Office or Division is structured and organized. * A copy of the office's budget and financial statements.		
Establish a fund and develop grant as Arts and Culture Division or Arts and Culture for your municipality.	* A description of the office or division and its mandate, including how the Office or Division is structured and organized. * A copy of the office's budget and financial statements.		
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3.4 Provide an Arts and Culture Program for Youth	<p>Partner organizations involved with youth to determine what has been done and create an education program dedicated to arts and culture.</p> <p>Inventory what is currently offered in the school system and other school, when types of arts and culture programming currently members want to create in the future, and what has been done historically (get as far back as is appropriate for your community).</p> <p>Choose a diverse selection of community representatives for a round table discussion about creating an arts and culture program.</p> <p>Using the feedback from the round table discussion, that includes the recommended steps developed in the stakeholder meeting, plan your strategy and/or development of curriculum, identify which entity will implement each recommended step.</p> <p>Develop the budget and funding source to implement the program.</p> <p>Implement elements of the program as specified in the recommended action.</p>	<ul style="list-style-type: none"> * A completed inventory of what arts and culture programs are offered in the school system and other school. * Stakeholder meeting agenda and the list of recommended steps developed. * A copy of the recommended steps developed. * A copy of the budget and proof of funding source. * Documentation of completion of actions recommended in the program. 	The arts program must be completed in the 12 months prior to application submission.	20		
	<p>Inventory what is currently offered in the school system and other school, when types of arts and culture programming currently members want to create in the future, and what has been done historically (get as far back as is appropriate for your community).</p> <p>Choose a diverse selection of community representatives for a round table discussion about creating an arts and culture program.</p> <p>Using the feedback from the round table discussion, that includes the recommended steps developed in the stakeholder meeting, plan your strategy and/or development of curriculum, identify which entity will implement each recommended step.</p> <p>Develop the budget and funding source to implement the program.</p> <p>Implement elements of the program as specified in the recommended action.</p>	<ul style="list-style-type: none"> * Completed inventory 				
	<p>Inventory what is currently offered in the school system and other school, when types of arts and culture programming currently members want to create in the future, and what has been done historically (get as far back as is appropriate for your community).</p> <p>Choose a diverse selection of community representatives for a round table discussion about creating an arts and culture program.</p> <p>Using the feedback from the round table discussion, that includes the recommended steps developed in the stakeholder meeting, plan your strategy and/or development of curriculum, identify which entity will implement each recommended step.</p> <p>Develop the budget and funding source to implement the program.</p> <p>Implement elements of the program as specified in the recommended action.</p>	<ul style="list-style-type: none"> * Date of the stakeholder meeting, and the list of recommended steps developed. 				
	<p>Inventory what is currently offered in the school system and other school, when types of arts and culture programming currently members want to create in the future, and what has been done historically (get as far back as is appropriate for your community).</p> <p>Choose a diverse selection of community representatives for a round table discussion about creating an arts and culture program.</p> <p>Using the feedback from the round table discussion, that includes the recommended steps developed in the stakeholder meeting, plan your strategy and/or development of curriculum, identify which entity will implement each recommended step.</p> <p>Develop the budget and funding source to implement the program.</p> <p>Implement elements of the program as specified in the recommended action.</p>	<ul style="list-style-type: none"> * Copy of the educational program, budget, description of meeting, minutes attended, including a description of why it was relevant, proof of attendance. * Copy of the budget and proof of funding source. 				
4. Dynamic and Resilient Planning	<p>Implement elements of the program as specified in the recommended action.</p>	<ul style="list-style-type: none"> * Documentation of completion of actions recommended in the program. 				
	<p>Implement elements of the program as specified in the recommended action.</p>	<ul style="list-style-type: none"> * Documentation of completion of actions recommended in the program. 				
	<p>Implement elements of the program as specified in the recommended action.</p>	<ul style="list-style-type: none"> * Documentation of completion of actions recommended in the program. 				
	<p>Implement elements of the program as specified in the recommended action.</p>	<ul style="list-style-type: none"> * Documentation of completion of actions recommended in the program. 				
4.1. Integrate Sustainability into Plan of Conservation and Development and Zoning	<p>Review the POCZ and select a round POCZ that includes the current Management Plan goals and at least three other sustainability concepts.</p> <p>Review zoning regulations, and other community requirements, select requests to incorporate at least 3 sustainability concepts.</p> <p>Review the POCZ or other documents to integrate additional sustainability concepts.</p> <p>Create an implementation plan document for the round POCZ that integrates sustainability concepts.</p>	<ul style="list-style-type: none"> * A copy of the adopted, amended POCZ, using which updates required in this action were made and the action step are located in the document. * A copy of the adopted, amended zoning regulations, using which updates required in this action were made. * A copy of the adopted, amended POCZ, using which updates required in this action were made. 	<ul style="list-style-type: none"> The action must be completed within 10 years prior to application submission. The action must be completed within 10 years prior to application submission. The action must be completed within 10 years prior to application submission. 	<ul style="list-style-type: none"> 20 20 5 points for each sustainability concept 		
	<p>Review the POCZ and select a round POCZ that includes the current Management Plan goals and at least three other sustainability concepts.</p> <p>Review zoning regulations, and other community requirements, select requests to incorporate at least 3 sustainability concepts.</p> <p>Review the POCZ or other documents to integrate additional sustainability concepts.</p> <p>Create an implementation plan document for the round POCZ that integrates sustainability concepts.</p>	<ul style="list-style-type: none"> * A copy of the adopted, amended POCZ that includes the implementation plan document. 	<ul style="list-style-type: none"> The action must be completed within 10 years prior to application submission. 	<ul style="list-style-type: none"> 3 		
	<p>Review the POCZ and select a round POCZ that includes the current Management Plan goals and at least three other sustainability concepts.</p> <p>Review zoning regulations, and other community requirements, select requests to incorporate at least 3 sustainability concepts.</p> <p>Review the POCZ or other documents to integrate additional sustainability concepts.</p> <p>Create an implementation plan document for the round POCZ that integrates sustainability concepts.</p>	<ul style="list-style-type: none"> * A copy of the sustainability checklist. 	<ul style="list-style-type: none"> The action must be completed within 10 years prior to application submission. 	<ul style="list-style-type: none"> 3 		
	<p>Review the POCZ and select a round POCZ that includes the current Management Plan goals and at least three other sustainability concepts.</p> <p>Review zoning regulations, and other community requirements, select requests to incorporate at least 3 sustainability concepts.</p> <p>Review the POCZ or other documents to integrate additional sustainability concepts.</p> <p>Create an implementation plan document for the round POCZ that integrates sustainability concepts.</p>	<ul style="list-style-type: none"> * A copy of the sustainability checklist. 	<ul style="list-style-type: none"> The action must be completed within 10 years prior to application submission. 	<ul style="list-style-type: none"> 3 		
4.2 Adapt Permitting Process to Promote Sustainable Development	<p>Identify applications where expedited permitting is required and develop a plan to expedite the process for projects that meet sustainable design standards.</p> <p>Expedite or amend municipal policy for pre-application review.</p> <p>Review two processes for permitting and create a Development Review Manual.</p> <p>Complete use of the manual review permit application, without delay.</p>	<ul style="list-style-type: none"> * A copy of the expedited zoning regulations, using which revisions were made to allow as-of-right use that meet sustainable design standards. * A copy of the written policy detailing the pre-application review process. * A copy of the Development Review Manual. 	<ul style="list-style-type: none"> The action must be completed within 10 years prior to application submission. The action must be completed within 10 years prior to application submission. The action must be completed within 10 years prior to application submission. 	<ul style="list-style-type: none"> 3 3 3 		
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	<p>Identify applications where expedited permitting is required and develop a plan to expedite the process for projects that meet sustainable design standards.</p> <p>Expedite or amend municipal policy for pre-application review.</p> <p>Review two processes for permitting and create a Development Review Manual.</p> <p>Complete use of the manual review permit application, without delay.</p>	<ul style="list-style-type: none"> * A copy of the Development Review Manual. 	<ul style="list-style-type: none"> The action must be completed within 10 years prior to application submission. 	<ul style="list-style-type: none"> 3 		
4.3 Develop Agricultural-Friendly Practices	<p>Complete use of the manual review permit application, without delay.</p>	<ul style="list-style-type: none"> * Required materials for any of the other activities shown. 	<ul style="list-style-type: none"> The action must be completed within 10 years prior to application submission. 	<ul style="list-style-type: none"> 5-10 points per up to a maximum of 75 points 		
	<p>Complete use of the manual review permit application, without delay.</p>	<ul style="list-style-type: none"> * Required materials for any of the other activities shown. 	<ul style="list-style-type: none"> The action must be completed within 10 years prior to application submission. 	<ul style="list-style-type: none"> 5-10 points per up to a maximum of 75 points 		
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**Sustainable
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5.3 Encourage Smart Commuting	Advise where or what status as a Partner in the Cridas program or provide at least an overview of activities that the district provides in the action. Sign a letter to submit the action with cost if they are active within 1 year prior to application submission.	<ul style="list-style-type: none">• Documentation of letter or good status as a partner in the Cridas program, or a signed letter on percentage of each transportation mode and participation in the program.	They are active within 1 year prior to application submission.	10	
5.4 Support Zero Emission Vehicle Deployment	Conduct an assessment of zero-emission vehicle (ZEV) infrastructure within municipal regulations and state an educational workshop Require at least 1% of new passenger passenger vehicles with ZEVs. Conduct an assessment of active ZEV charging infrastructure to submit to the community. Have at least one electric vehicle charging station for public use on municipal property.	<ul style="list-style-type: none">• Conducted or required infrastructure and/or treatment of electric vehicle charging stations.• The date, date and brief description of the workshop.• Evidence requests for zero-emission fleet vehicles.• The number of total new energy fleet vehicles in municipality.• A copy of the assessment.• Proof of an operational electric vehicle charging station on a municipal property.• A description of infrastructure, location, maintenance, and examples of your outreach and educational materials, such as flyers, articles, letters and website links.	Electric vehicle charging station installation do not require additional elements require a proof of update prior to application submission. Electric vehicle charging station installation do not require additional elements require a proof of update prior to application submission. Electric vehicle charging station installation do not require additional elements require a proof of update prior to application submission.	5	
5.5 Promote Public Transit and Other Mobility Strategies	Encourage residents about alternative means and transportation methods. Have community engagement and education, conduct a community mobility needs assessment. In collaboration with other municipal, regional or state entities, conduct local, state and interstate transit including to ensure proper connections. Support shared mobility services, MDT, services such as car share and bike share or other do not count as a "shared mobility service". Encourage municipal transit vehicles meet the needs of all users, including people with disabilities and people of all abilities.	<ul style="list-style-type: none">• The transportation mode assessment.• Evidence that the assessment was distributed to all municipal departments.• A survey description of how the ZEV mode, describing the transportation mode, and examples of your outreach and educational materials, such as flyers, articles, letters and website links.• A survey description of how the ZEV mode, describing the transportation mode, and examples of your outreach and educational materials, such as flyers, articles, letters and website links.• A survey description of how the ZEV mode, describing the transportation mode, and examples of your outreach and educational materials, such as flyers, articles, letters and website links.• A survey description of how the ZEV mode, describing the transportation mode, and examples of your outreach and educational materials, such as flyers, 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6.2 Reduce Energy Use Across All Municipal Buildings	Track Energy Use of Municipal Buildings. Municipalities must track their ENERGY STAR Portfolio Manager data requests and follow the instructions within the data request to show to achieve 10 points under this action.		3	
	Complete the European CE action. Benchmark and Track Energy Use. Choose an energy efficiency target. If you have participated in the Clean Energy Communities program, you may use your most recent baseline year as your baseline year. If you have not participated in the program, you would like to set a new baseline, establish and benchmark a baseline year within the past five years. Establish a baseline year and establish a reduction of at least 10% of energy use from the baseline year to the baseline year. Additional points will be awarded in 20% per 10 point interval (maximum 50 points).	Point of completion of the Benchmark and Track Energy Use action, which can be achieved by responding to the SCT Portfolio Manager data request. * Identify your baseline year and respond to the SCT Portfolio Manager data request and follow the instructions on how to submit for points under this action. If using a different energy benchmarking platform, please provide benchmark data for your baseline year. * Respond to the SCT Portfolio Manager data request and follow the instructions within the data request to show to achieve 10 points under this action. If using a different energy benchmarking platform, please provide benchmark data for your baseline year. * Respond to the SCT Portfolio Manager data request and follow the instructions within the data request to show to achieve 10 points under this action. If using a different energy benchmarking platform, please provide benchmark data for your baseline year.	Point of energy use reduction must be reported to the SCT Portfolio Manager data request and follow the instructions within the data request to show to achieve 10 points under this action. Up to 50 points – 10 points will be given for each 10% reduction of energy use.	
6.3 Achieve High Energy Performance for Individual Buildings	Active on Energy Efficiency Target or Building Achieve a score of 75 or above for at least one municipal/State of Education building in the ENERGY STAR Portfolio Manager and achieve Energy Star certification by the 03/31/24. On Active LEED Silver (or higher) certification for at least one municipal/State of Education building.	See below: * Point of completion by 03/31/24 for each building awarded by updating one of the following: * The SCT Portfolio Manager data request * Documentation from the SCT Portfolio Manager data request * A link to the URL for your building on ENERGY STAR building and public webpage * Greenhouse Gas emissions * LEED Silver (or higher) certification for at least one municipal/State of Education building * Documentation from the SCT Portfolio Manager data request * A link to the URL for your building on the US Green Building Council Projects * Greenhouse Gas emissions	See below: Buildings awarded under Energy Star Program must be current within 3 years prior to application submission. LEED Silver (or higher) buildings can be submitted each time prior to application submission.	Up to 10 points 5 points per building
	Active on Energy Efficiency Target or Building Achieve a score of 75 or above for at least one municipal/State of Education building in the ENERGY STAR Portfolio Manager and achieve Energy Star certification by the 03/31/24. On Active LEED Silver (or higher) certification for at least one municipal/State of Education building.	See below: * The SCT Portfolio Manager data request or equivalent documentation showing energy use data is completed in the baseline year * The SCT Portfolio Manager data request or equivalent documentation showing energy use data is completed in the baseline year * The SCT Portfolio Manager data request or equivalent documentation showing energy use data is completed in the baseline year * The SCT Portfolio Manager data request or equivalent documentation showing energy use data is completed in the baseline year	Up to 10 points 5 points per building	
6.4 Increase Use of Renewable Energy in Municipal Buildings	Purchase or utilize Clean (low) energy sources to power municipal buildings (including School of Education).	* A completed certificate showing renewable energy generation and/or procurement.	The renewable energy calculator must be completed each time certification is sought.	Up to 10 points 5 points will give for every 20% use of renewable energy, up to 20%.
	Purchase or utilize Clean (low) energy sources to power municipal buildings (including School of Education).	* A completed certificate showing renewable energy generation and/or procurement.	The renewable energy calculator must be completed each time certification is sought.	Up to 10 points 5 points will give for every 20% use of renewable energy, up to 20%.

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and more

7.5 Report Materials Management Data and Reduce Waste	Conduct a survey at least 10 food access indicators and compile a data a Community Food Indicators Report.	<ul style="list-style-type: none"> * The Community Food Assessment Report that includes the required elements plus additional elements that the municipality determines are pertinent. * A summary of findings, action and priorities that have been derived through community dialogue. 	Must be completed within 10 years prior to application submission.	10	
	<ul style="list-style-type: none"> Develop the Community Food Indicators Report to all municipal departments and make a presentation on the report to select officials. Include resident and stakeholder participation, create a community food action plan to ensure that all community members can access sustainable, healthy food. 	<ul style="list-style-type: none"> * Evidence that the Community Food Indicators Report has been distributed to all municipal departments. * A copy of the final presentation of the assessment made to local elected officials, the community and other stakeholders. * The Community Food action plan. 	<ul style="list-style-type: none"> Distribution must have occurred within 2 years prior to application submission. Must be completed or updated within 10 years prior to application submission. 	5	
7.6 Implement Save Money and Reduce Trash (SMART) Program	Identify the town's staff member(s) responsible for materials management and report on the materials management and reporting data to the CT DEP. Make annual data publicly available.	<ul style="list-style-type: none"> * Contact information of the person(s) responsible for collecting and reporting materials management data to the CT DEP. * The annual data noted in the action. * The municipality's prohibition. 	<ul style="list-style-type: none"> Research annual data must be reported for each of the last 3 years prior to application submission. The data collection and analysis that must be current and know. 	10-50 points with a maximum of 100 points for each year of data submitted.	
	Reduce residential solid waste generation per capita by at least 10% compared to a baseline year within the past 5 years.	<ul style="list-style-type: none"> * A report of the community's solid waste generation per capita for the baseline year. * A report for the most recent year prior to the year of submission. * The percent change between the two reported numbers. 	<ul style="list-style-type: none"> The community's waste reduction must be demonstrated by comparing to a baseline year within 3 years prior to application submission. 	10-50 points with a maximum of 100 points for each year of data submitted.	
7.7 Recycle Additional Materials and Compost Organics	Run a SMART Task Force.	<ul style="list-style-type: none"> * A list of members of the SMART Task Force. * The date of the SMART Task Force meeting. * The contact information of the CT DEP liaison who is supervising the implementation of the SMART program. 	Any task force will be awarded five points for each year of data submitted and updated within 1 year prior to application submission.	5	
	<ul style="list-style-type: none"> Conduct research, an analysis and a process of community engagement, and education regarding SMART program adoption. By municipal resolution, ordinance or other implementation method, adopt a SMART program. 	<ul style="list-style-type: none"> * A list of residents and analysts who other municipalities' efforts to implement SMART. * The project cost savings or revenue generated. * The date of every public engagement meeting requested by the SMART Task Force. * Documentation showing the implementation of SMART. This may be a resolution or ordinance formally adopted by your local governing body, meeting minutes or a letter from your chief elected official or legislative body. * Evidence of implementation of each time specific carrying initiative. This can include an ordinance, contract or resolution meeting minutes of your legislative body. * Examples of materials used to engage in public outreach and education. This can include flyers, articles or letters that clearly describe the collection process. * Please note the not have targeted libraries, schools or other specific institutions. * An overview of materials management, including target populations (if any), and at least one example from among materials management, which could include flyers, articles, presentation presentations, etc. * A list of any ongoing, upcoming events or public meetings where the campaign was implemented. 	<ul style="list-style-type: none"> Research must be completed or updated within 1 year prior to application submission. Materials must have occurred within 1 year prior to application submission. Any SMART program will earn points as long as it includes the outlined elements and is in place during the year prior to application submission. Any meeting and report for this program must be submitted for the year prior to application submission. Any meeting and report for this program as long as the program is active and ongoing and education efforts have occurred within the year prior to application submission. 	20	
7.8 Develop a Food Waste Reduction Campaign	<ul style="list-style-type: none"> Identify, implement and educate residents about targeted recycling initiatives to materials that CT has not designated as mandatory recyclable items. Source separated organics may be accepted in a permitted food waste composting facility or at an existing composting program as a municipal facility. Conduct a target sector and implement or maintain an ongoing food waste reduction campaign in those sectors. 	<ul style="list-style-type: none"> * Examples of materials used to engage in public outreach and education. This can include flyers, articles or letters that clearly describe the collection process. * Please note the not have targeted libraries, schools or other specific institutions. * An overview of materials management, including target populations (if any), and at least one example from among materials management, which could include flyers, articles, presentation presentations, etc. * A list of any ongoing, upcoming events or public meetings where the campaign was implemented. 	<ul style="list-style-type: none"> Each campaign must have been initiated or actively continued within 1 year prior to application submission. 	10-40 points with a maximum of 100 points for each year of data submitted.	
	Identify and have your select officials and/or staff members participate in training on performing health impact assessments. They have then given a presentation at a public meeting to your municipality's residents on the health impacts of food waste and how your community can conduct risk.	<ul style="list-style-type: none"> * The names and contact information of individuals who attended the training. * The names of the training, date it occurred and the organization that provided the training. 	<ul style="list-style-type: none"> The training must have occurred within 3 years prior to application submission. 	5	
7.9 Conduct Health Impact Assessments	Conduct a health impact assessment on a proposed project, ordinance, or policy in the community.	<ul style="list-style-type: none"> * A copy of the health impact assessment, evidence that it was disseminated, and a link to the assessment on the municipality website. 	<ul style="list-style-type: none"> The assessment must have been completed within 5 years prior to application submission. 	20	

7.10 Encourage Smoke-Free and Tobacco-Free Public Spaces	<p>Conduct and request data on tobacco use in the community and research effective educational and policy strategies to reduce smoking and tobacco use in the municipality.</p> <p>Identify strategies:</p> <ul style="list-style-type: none"> • Create a list of educational and policy strategies to reduce smoking and tobacco use in the municipality. • Any other educational and policy strategies to reduce smoking and tobacco use in the municipality. 	<ul style="list-style-type: none"> • A summary of any data gathered about tobacco use, health consequences, costs and points of access. • A list of educational and policy strategies the municipality will consider to reduce smoking and tobacco use. • A list of strategies to reduce smoking and tobacco use. • Any other educational and policy strategies to reduce smoking and tobacco use. 	<p>Conduct analysis and policy strategies must have been created or updated within 1 year prior to application submission.</p> <p>Education materials must have been created or updated within 1 year prior to application submission.</p> <p>Any tobacco policy with the consistent for public spaces must be created or updated within 1 year prior to application submission.</p> <p>Education materials must have been created or updated within 1 year prior to application submission.</p> <p>Education materials must have been created or updated within 1 year prior to application submission.</p>	10	
	<p>Implement or request a strategy campaign to prevent smoking and tobacco use in the municipality.</p>	<ul style="list-style-type: none"> • Any documentation the various municipality's efforts to reduce smoking and tobacco use. 	<p>Education materials must have been created or updated within 1 year prior to application submission.</p> <p>Education materials must have been created or updated within 1 year prior to application submission.</p>	15	
				20	
B. Healthy, Efficient and Diverse Housing					
B.1 Design and Implement a Housing Needs Assessment	<p>Create, request and maintain the community's housing data profile.</p>	<ul style="list-style-type: none"> • The most recent year for the Housing Commission housing data profile or municipality generated report containing comparable data indicators. Data on housing needs assessment, and any additional request. • The date on which you presented the housing data. 	<p>The most recent housing data profile may be submitted. Any other data submitted must be within 1 year prior to application submission.</p>	10 to 15	
	<p>With community engagement and education, conduct a municipal and regional housing needs assessment.</p>	<ul style="list-style-type: none"> • The housing needs assessment. 	<p>The housing needs assessment must be conducted or updated within 5 years prior to application submission.</p>	15	
	<p>Distribute the housing needs assessment to all municipal departments and relevant regional organizations.</p>	<ul style="list-style-type: none"> • Evidence that the housing needs assessment has been distributed to all municipal departments. • A copy of the presentation made to the local elected officials, governing body and other town leaders. 	<p>The housing needs assessment must have been distributed within 1 year prior to application submission and the assessment must have been presented within 3 years prior to application submission.</p>	5	
B.2 Grow Sustainable and Affordable Housing Options	<p>Identify the current percentage of affordable housing in the community.</p>	<ul style="list-style-type: none"> • A copy of the most recent annual CE Department of Housing Affordable Housing Report. 	<p>Substantially meet the above the 10% affordable housing threshold within 1 year prior to application submission.</p>	10	
	<p>Increase the municipality's affordable housing as compared to a baseline year within the past 5 years.</p>	<ul style="list-style-type: none"> • A copy of the most recent annual CE Department of Housing Affordable Housing Report. • A list for the baseline year when it was used as a comparison. • A list of the affordable housing strategies for the current year and the baseline year, as reflected on the Department of Housing Affordable Housing Report for the relevant year. 	<p>The housing needs assessment must have been distributed within 1 year prior to application submission.</p>	10 to 15	
B.3 Benchmark Energy and Water Use for Multifamily Housing	<p>Develop and implement an educational campaign for owners of multifamily properties.</p>	<ul style="list-style-type: none"> • Overview of your outreach to stakeholders (newsletter, examples of materials used to engage in public outreach and education). • A list of educational topics and the dates they were held. 	<p>Public outreach activities must have occurred and the resource list must have been distributed within 3 years prior to application submission.</p>	10	
	<p>Track multifamily buildings that have had energy and water use benchmarked.</p>	<ul style="list-style-type: none"> • For each building benchmarked, submit a document containing address of property, data entered by benchmarking and the property number for the time benchmarked. 	<p>Buildings must have been benchmarked within 3 years prior to application submission.</p>	5	
9. Inclusive and Equitable Community Impacts					

9.1 Optimize for Equity	Complete the Sustainable CT Equity Toolkit in its entirety for any Sustainable CT action of your choice	* A completed and signed Sustainable CT Equity Toolkit	The action must be completed within 12 months prior to application submission.	15-30 days after the Sustainable CT Equity Toolkit, with every application being awarded 10 points	
10. Innovation Action					
10.1 Implement Your Own Sustainability Action	Implement a sustainability action not based on the Sustainable CT Action list.	* Develop the economic sustainability action, how it was accomplished, who participated in it and how it will benefit the municipality. * Upload additional materials to substantiate that the action has been completed and to provide a model for other municipalities.	The action must be completed within 3 years prior to application submission.	5-20 points, depending on impact	



